

Town of Wake Forest,



North Carolina

Fiscal Year Ending
June 30, 2011

Annual Budget

**TOWN OF WAKE FOREST
BOARD OF COMMISSIONERS**

Vivian A. Jones, Mayor
141 South White Street
Wake Forest, NC 27587

Chris Kaeberlein Mayor Pro-tem
995 West Durness Court
Wake Forest, NC 27587

Frank Drake
614 North Main Street
Wake Forest, NC 27587

Anne Hines
830 Lochmaben Street
Wake Forest, NC 27587

Margaret Stinnett
405 Durham Road
Wake Forest, NC 27587

Pete Thibodeau
1337 Heritage Club Drive
Wake Forest, NC 27587

ADVISORY BOARDS AND COMMISSIONS

Planning and Zoning Board
Bob Hill, Chairperson

Cemetery Advisory Board
John Mills, Chairperson

Board of Adjustment
Tom Littleton, Chairperson

Recreation Advisory Board
Sandy Thomason, Chairperson

Historic Preservation Commission
Louise Howard, Chairperson

Urban Forestry Advisory Board
John William Patterson, Chairperson

Human Relations Council
Sherry Burchett, Chairperson

Senior Center Advisory Board
Bonita L. Sharpee, Chairperson

Greenway Advisory Board
Joe Seigler, Chairperson

TOWN OF WAKE FOREST

APPOINTED STAFF

Mark S. Williams
Town Manager

Deeda Harris
Town Clerk

Eric Vernon
Town Attorney

ADMINISTRATIVE STAFF

Tammy R. Moody
Human Resources Director

Roe O'Donnell
Deputy Town Manager

Aileen J. Staples
Finance Director

Jeffrey M. Leonard
Interim Police Chief

Mike Barton
Public Works Director

Eric Keravuori
Engineering Director

Chip Russell
Planning Director

Susan Simpson
Parks & Recreation Director

Tom LaBarge
IT Director

Bill Crabtree
Public Information Officer

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May 4, 2010

Honorable Mayor Vivian Jones
Commissioner Frank Drake
Commissioner Anne Hines
Commissioner Chris Kaerberlein
Commissioner Margaret Stinnett
Commissioner Pete Thibodeau

Mayor and Town Commissioners:

Submitted for your consideration is the proposed budget for the Town of Wake Forest for the fiscal year beginning July 1, 2010. This budget has been prepared in accordance with the North Carolina Local Government Budget and Fiscal Control Act. The budget is balanced and identifies all revenue and expenditure estimates for Fiscal Year (FY) 2010-11.

INTRODUCTION

As I described it in last year's budget message, the "long, harsh winter" continues. Otherwise known as the downturn in the economy, we continue to face high unemployment, depressed sales of goods and services, stalled residential and commercial construction and an inability of the state and federal governments to really help. The State of North Carolina has its own budget deficit to deal with and we can only hope they balance their budget without hurting local governments further. The stimulus package the federal government put together to help the economy has provided marginal assistance at best. Just when we think there is a ray of hope that things are turning around such as the stock market improving or housing sales rising, we hear bad news like unemployment numbers are still up and gas prices are on the rise. There is more bad news in the global economy with the news that Greece has been downgraded to junk bond status and other European countries may follow. What happens globally will eventually have an effect on the US economy.

Despite all the bad news, there are some positive things happening on the local level. Our revenue projections for this current fiscal year appear to be right on target and we have been careful in our spending patterns. Therefore, the Town will not have to scramble to eliminate any deficits like many other local governments around the state. Even with all the national and regional economic woes, the national rating agencies upgraded the Town's bond rating on our most recent bond sale in December. We are now the smallest municipality in North Carolina that Standard and Poor's has rated at its highest AAA designation. Having this occur during these economic times is close to miraculous.

With the predictions that these economic conditions will take several years to improve, we continue to face the challenges of making wise and prudent decisions to allocate our financial resources. S&P thinks we have made those types of good decisions in the past and has rewarded us with the new rating. We must continue this pattern of wise and prudent decisions into the future.

BUDGET EMPHASIS

As was the case this past year, we must focus on our existing assets, services and programs. We must protect our capital and human assets. Those assets are the Town's infrastructure and the Town's employees. We will continue to place our emphasis on maintaining current levels of service and completing capital projects that are underway, while continuing to be conservative in our revenue projections and prudent in our use of reserves. As always, we are striving to keep tax and utility rates as reasonable as possible. The budget addresses the goals established at the January 2010 Town Board planning session. The critical areas on which to focus are personnel and capital.

In the area of personnel, we have always prided ourselves in running a "lean" operation. We get the job done with less personnel when you compare us to many of our sister cities. This is a credit to our hard-working employees, their supervisors who make the most efficient use of their resources and to the Town Board which has provided the pay and benefits to hire and retain good employees. To be able to maintain our high quality of municipal services, we will have to add three positions this coming year. Two positions will be in the Police Department and one in the Public Buildings Department. We continue to take other measures to hold down costs. As with the current budget, no cost of living adjustment (COLA) is recommended. The career ladder will remain suspended in those departments that have them. The seven positions that are currently frozen in Parks and Recreation, Inspections and Electric Distribution will remain frozen. Two other important pieces of our Pay and Classification Plan will remain in place. These are the annual market adjustments to the Plan and funds for merit increases. These are critical to the Town to provide and maintain a Pay and Classification Plan which gives the Town the ability to recruit and retain quality employees.

In a continuing effort to keep expenditures down, we are proposing to limit capital projects for the coming year to the bare minimum. The focus is on preserving our capital assets. We are funding those projects that are already underway and should be completed or those projects which address critical service or infrastructure needs. Approximately \$ 1.9 million is budgeted for capital items in the General Fund which is a 20% decrease from the current year on top of the 40% decrease last year. In the Electric Fund, approximately \$ 1.0 million is budgeted which is slightly less than FY 2009-10. Funding sources used include current revenues, capital reserve, installment purchase and fund balance.

REVENUE SUMMARY

The recommended property tax levy, based on a tax rate of \$0.51 per \$100 of assessed value, an estimated tax base of \$ 3,527,540,468(Wake County) and \$ 50,044,330(Franklin County) and a collection rate of 96.5%, is \$ 17,607,080. The tax rate remains unchanged from this past year. The tax rate can be broken down into \$0.41 for Town services and \$0.10 for contracted fire services.

The recommended tax rate for the Downtown Municipal Service District is \$0.14 per \$100 of assessed value. This remains unchanged from this past year. The revenues from this service district aid in funding various downtown projects including assistance to the DRC's efforts.

In the area of other rates and fees, water and sewer rates are recommended to rise 5%. Since the merger with the City of Raleigh in 2005 rates have been frozen. The margin between Raleigh retail customers' rates and former Wake Forest retail customers' rates helps to pay off the cost of the transition. Since Raleigh has aggressively raised their retail rates over the past couple of years and is contemplating another 9% rate increase this coming year, the difference between the two water rate structures has disappeared. To stay on track to complete the transition period within a reasonable time, these rates must be increased. No electric rate increase is proposed at this time. At the present time, NCEMPA is not contemplating a change in wholesale rates for the coming year.

Due to the current economic conditions, we continue to be very conservative in our projections of those revenues which are affected by changes in the economy. These revenues include sales tax, interest income and building and inspection fee collections. To help meet revenue needs in the General Fund, \$ 2,108,755 of fund balance is appropriated. For the most part, these funds will cover one time capital expenditures. The percentage of fund balance to expenditures will be 33.6% which is slightly below the Board policy of 35%. By maintaining a healthy fund balance the Town is able to deal with emergencies and unusual expenditures when the need arises. A healthy fund balance also plays a critical role in our bond ratings which translates into being able to borrow funds at extremely competitive rates. A portion of capital needs in the General Fund is being met by transfers from Capital Reserve and other funds in the amount of \$466,000.

EXPENDITURE SUMMARY

PERSONNEL

As stated earlier, three (3) new positions are recommended for funding. Those positions are a Police Officer and a Telecommunicator in Public Safety and a Facility Manager in Public Buildings. The Police Officer will serve as a School Resource Officer for the new Heritage High. In keeping with the theme of protecting our assets, I am proposing a Facility Manager position be funded that will be in charge of maintenance and operations of our buildings and related properties. As we prepare to open the new Town Hall for which we have invested over \$15 million in a state-of-the-art, LEED certified building, it is imperative we have a trained individual to manage that facility as well as our other properties. The seven (7) positions that will remain frozen are two program coordinators (Urban Forestry and Cultural Arts) in Parks and Recreation; a Senior Code Enforcement Officer and a Code Enforcement Officer in Inspections and three Powerline Technicians in Electric Distribution. While it has no monetary impact on either fund, we are moving a Customer Service Field Tech from the General Fund (Finance) to the Electric Fund (Electric Distribution) as an Energy Conservations Specialist. This has no monetary impact because the Electric Fund is already paying for this position with allocated personnel costs.

No COLA is recommended. Health insurance premiums will increase 15%. One additional mandate we have to fund this coming year is an increase in employer contributions to the Local Government Employees Retirement System (LGERS). This is the first of several increases plan by the LGERS over the next few years to keep the system financially sound. The impact on the General Fund is a \$ 160,630 increase and on the Electric Fund is a \$ 19,265 increase. Performance pay funds and pay and classification plan maintenance funds are included as in past years.

CAPITAL OUTLAY

Funding for capital continues to be down significantly from past years. Our focus is on current projects that need completion and those items that are most critical to maintaining our capital assets. We relied heavily on installment financing, capital reserve funds and fund balance. The installment financing will be discussed in the next section. Capital reserve funds will be used for funding the columbarium, design of the remainder of the White Street Streetscapes (partial funding) and design of the Neuse River greenway. Fund balance utilized this year focuses on one time/non-recurring capital items such as the White Street Streetscapes design (partial funding), design of the Alston-Massenburg Center, construction administration for the Juniper Avenue sidewalk and other road projects and Chalks Road construction. The past Boards' decisions of maintaining adequate fund balance and capital reserve funds affords us opportunities for flexibility in funding capital items especially during these tough economic times. Minor capital items have also been funded where needed.

DEBT SERVICE

With the sale of the \$ 7.3 million street and parks bonds this past December, our debt service will increase dramatically in the General Fund. Debt service payments will increase by \$ 614,585. The Electric Fund will see debt service increase \$ 90,500 as we begin to repay the General Fund for the loan to close out the NC98 substation project. Debt service is allocated to the appropriate department or division.

In an effort to fund critical street and sidewalk projects, we are proposing to use up to \$ 5 million in installment financing. These projects include the Juniper Avenue sidewalks, street resurfacing and paving unpaved streets. Installment purchase proceeds will be used to purchase vehicles.

FIRE SERVICES/OTHER AGENCIES

The Wake Forest Fire Department is doing their part to hold down expenditures. They requested that their funding remain at the rate of \$0.10 per \$100 of tax value this year. They will continue to receive fire impact fees as they are paid by developers for respective capital expenditures attributed to growth.

The Chamber of Commerce and the Downtown Revitalization Corporation kept their requests at current levels as well. All other groups currently receiving funding are budgeted at current levels. No new groups are recommended for funding. No funding was included for the First Light celebration. While this is a worthy, highly successful event, it is felt that the private sector needs to take on the continuation of this event. An arrangement similar to the 4th of July Committee would be ideal. With the tough economic times we face, it just doesn't seem prudent to spend tax dollars on this event anymore.

FUTURE NEEDS AND ISSUES

For the past twelve years the Town Board has held a planning session in the early part of the year to discuss current issues and long range goals for the Town. The goals set at the January 2010 planning session have been incorporated into this document. It is important for the Board to continue to schedule planning sessions each year to establish the framework for the next year.

The biggest challenge we face in the short term continues to be dealing with the issues created by the economy. We must remain vigilant in monitoring what the Federal and State governments do because that will affect us whether it is loss of revenues or unfunded mandates passed down to us. We also must

continue a conservative approach to revenue estimates and spending decisions. This business formula has been successful and garnered us recognition. It has also helped us to avoid the crisis budget management that others have faced.

SUMMARY

Our economic winter continues with no sight of a spring thaw on the horizon. Wake Forest can meet the challenges it faces and maintain its success. This FY 2010-11 Town budget provides the resources to meet our challenges. It maintains services at current levels while providing the funding to improve the infrastructure of the Town. It maintains stable tax and utility rates. This budget attempts to hold down expenditures wherever possible but at the same time recognizing the needs of the community.

I would like to thank all of the staff for their assistance in preparing this document. We are ready to assist the Board in finalizing the budget over the next few weeks.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mark S. Williams", with a long, sweeping horizontal stroke extending to the right.

Mark S. Williams
Town Manager

Town of Wake Forest Annual Budget Summary

	2009 Actual		2010 Amended		2010 Actual		2010 Projected		2011 Requested		2011 Recommend	
	June 30, 2009		Budget		March 31, 2010		June 30, 2010		Budget		Budget	
Fund: 100 - General Fund												
311 - Ad Valorem Taxes	\$	17,078,618	\$	17,272,870	\$	17,334,076	\$	17,997,227	\$	17,525,740	\$	17,894,580
318 - Other Taxes		69,073		71,000		66,346		77,368		75,000		77,000
330 - Unrestricted intergovernmental		5,937,574		5,622,370		2,978,584		5,844,203		5,622,720		5,777,110
331 - Restricted Governmental		785,448		1,207,035		698,323		1,039,323		725,875		729,180
320 - Permits and Fees		1,046,138		1,147,100		732,300		967,973		984,500		1,005,500
340 - Sales and services		870,538		741,410		534,734		727,942		761,835		766,405
350 - Other Revenue		253,934		255,480		138,402		228,865		225,035		234,750
361 - Investment Earnings		165,277		183,280		67,701		91,275		175,000		180,000
390 - Other Financing Sources		2,746,928		3,823,425		125,630		827,680		1,860,000		3,020,755
Revenue Totals:	\$	28,953,527	\$	30,323,970	\$	22,676,097	\$	27,801,856	\$	27,955,705	\$	29,685,280
100 - Personal Service		11,334,977		12,139,540		8,941,730		11,617,145		12,671,634		12,737,440
300 - Professional Services		919,960		1,347,500		607,293		915,940		1,226,700		1,055,700
500 - Operating		9,223,607		10,287,615		6,987,255		10,077,169		10,518,720		10,242,990
600 - Contributions		364,961		370,725		212,726		360,008		340,965		340,965
700 - Capital Outlay		2,718,959		2,476,725		1,108,596		2,104,367		3,511,760		1,938,100
800 - Debt Service		1,864,944		2,183,365		1,516,997		2,170,673		3,226,625		2,920,085
490 - Transfers In (Out)		850,000		1,518,500		1,468,500		1,973,500		500,000		450,000
Expenditure Totals:	\$	27,277,407	\$	30,323,970	\$	20,843,097	\$	29,218,802	\$	31,996,404	\$	29,685,280
Fund: 100 Net Total	\$	1,676,120	\$	-	\$	1,833,000	\$	(1,416,946)	\$	(4,040,699)	\$	-
Fund: 360 - Wake Forest Power												
345 - Charges for Services	\$	16,011,438	\$	16,833,960	\$	12,798,559	\$	16,921,701	\$	16,822,610	\$	16,805,430
319 - Sales Tax - Utility		472,343		499,515		379,333		506,453		499,815		499,815
350 - Other Revenue		110,192		90,050		9,767		62,368		50,000		50,000
361 - Investment Earnings		(2,879)		-		228		250		1,000		1,000
390 - Other Financing Sources		10,068		135,000		18,235		127,300		15,000		103,000
Revenue Totals:	\$	16,601,161	\$	17,558,525	\$	13,206,123	\$	17,618,072	\$	17,388,425	\$	17,459,245
100 - Personal Service		1,869,223		1,740,085		994,192		1,421,831		1,686,880		1,808,690
300 - Professional Services		43,529		45,000		14,658		19,000		45,000		45,000
500 - Operating		13,223,975		14,279,855		9,147,145		13,592,973		14,296,255		14,271,255
600 - Contributions		2,500		2,500		1,250		2,500		2,500		2,500
700 - Capital Outlay		-		1,110,000		310,420		575,000		1,218,000		963,130
800 - Debt Service		89,596		381,085		368,236		381,074		278,170		368,670
Expenditure Totals:	\$	15,228,823	\$	17,558,525	\$	10,835,900	\$	15,992,378	\$	17,526,805	\$	17,459,245
Fund: 360 Net Total	\$	1,372,339	\$	-	\$	2,370,223	\$	1,625,694	\$	(138,380)	\$	-
Fund: 400 - DMSD Special Revenue Fund												
311 - Ad Valorem Taxes	\$	71,624	\$	70,500	\$	79,673	\$	84,611	\$	74,250	\$	74,250
361 - Investment Earnings		-		2,000		336		448		750		-
390 - Other Financing Sources		1,409		(66,785)		-		-		-		750
Revenue Totals:	\$	73,033	\$	5,715	\$	80,010	\$	85,059	\$	75,000	\$	75,000
500 - Operating		-		1,000		-		-		-		-
490 - Transfers In (Out)		31,810		4,715		40,975		40,975		75,000		75,000
Expenditure Totals:	\$	31,810	\$	5,715	\$	40,975	\$	40,975	\$	75,000	\$	75,000
Fund: 400 Net Total	\$	41,223	\$	-	\$	39,035	\$	44,084	\$	-	\$	-
Revenue Grand Totals:	\$	45,627,721	\$	47,888,210	\$	35,962,229	\$	45,504,987	\$	45,419,130	\$	47,219,525
Expenditure Grand Totals:	\$	42,538,040	\$	47,888,210	\$	31,719,972	\$	45,252,155	\$	49,598,209	\$	47,219,525
Net Grand Totals:	\$	3,089,681	\$	-	\$	4,242,258	\$	252,832	\$	(4,179,079)	\$	-

Town of Wake Forest
BUDGET HIGHLIGHTS
Fiscal Year 2010-2011

TAX RATES & USER FEES

- **Property Tax:** \$0.51 per \$100 of assessed property valuation. This equates to a breakdown of \$0.41 for Town operations and debt service and \$0.10 for fire services.
 - **Downtown Municipal Service District Tax:** \$0.14 per \$100 of assessed property valuation.
 - **Electric Rates:** No rate increase.
 - **Water and Sewer Rates:** 5% increase to offset merger costs and maintain transition timeline.
-

PERSONNEL ISSUES

- No Cost of Living Adjustment (COLA) recommended
 - Continued with Pay and Classification update along with performance pay (merit) funds.
 - Insurance premiums – 15% estimated increase
 - Retirement Mandate – increase from 4.80% to 6.51% General and 6.41% LEO
 - \$179,895 impact
 - Three (3) New Positions:
 - Facilities Manager – Public Buildings – start January 1st
 - Police Officer – SRO – Public Safety
 - Telecommunicator – Public Safety
 - Seven (7) positions remain authorized but not funded in FY 2010-2011– continue to delay:
 - Sr. Code Enforcement Officer and Code Enforcement Officer (Inspections)
 - Two (2) Program Coordinators (Parks/Recreation) – Urban Forestry/Cultural Arts
 - Three (3) Powerline Technicians (Electric)
-

MAJOR IMPACTS

- New Debt Service – \$614,585 – Bonds issued (\$7.3 million) – December 2009
- Capital Funding Plan: \$2.9 million – includes the following (refer to CIP tab for complete list)
 - \$1.9 million – General Fund
 - \$1.0 million – Electric Fund
- Transfer to Town Hall Capital Projects Fund – \$450,000
- \$2.1 million Appropriated Fund Balance
 - All one-time items

Town of Wake Forest

REVENUE ASSUMPTIONS

Fiscal year 2010-2011

The following information defines the major sources of revenue for the Town of Wake Forest for the fiscal year 2010-2011. The Town's anticipated revenues have been determined using historical financial trends, property tax values from Wake County and projections provided by the North Carolina League of Municipalities (NCLM).

AD VALOREM TAXES

Ad Valorem taxes represent approximately 60% of General Fund revenues and are based upon a \$.51 tax rate per one hundred dollars (\$100) of assessed property valuation. The estimated assessed valuation as provided by Wake County and Franklin County totals \$3,577,584,798 and is budgeted at 96.5% collection rate.

STATE SHARED REVENUES

◆ LOCAL OPTION SALES TAXES

The State collects and distributes a \$.01 tax on retail sales on a point of sale basis. Local governments also are eligible to receive three ½ cent taxes based on either a per capita (population) or an ad valorem (property value) basis. The Town's distributions are calculated using the per capita distribution formula. Local option sales taxes represent approximately 14% of General Fund revenues for FY 2010-2011. The North Carolina League of Municipalities is projecting that the statewide local sales tax revenue will grow by 1.0 - 2.0% from the FY 2009-2010 level. Due to the uncertainty, staff has budgeted our sales tax revenues at approximately 4% **lower** than the actual amount received in FY 2008-2009.

◆ POWELL BILL

Based on the latest State Budget Office estimates, the total October 2010 distribution should be down approximately 2.6% from the October 2009 level. The impact of the reduction based on our population and town-maintained street mileage is about a 2% reduction from October 2009 Powell Bill amount.

◆ UTILITY FRANCHISE TAX

Electricity Franchise - the Town's share of the tax is based on actual receipts from electric service within the municipal boundaries. Growth in receipts is anticipated to be less than 1% for a second year in a row.

Telecommunications Sales Tax - the distribution of this revenue is based on each municipality's past share of the old telephone franchise tax. This began to decline at the end of FY 2008-09 and continued during FY 2009-2010. It is expected that this will decline another 1.5 - 2.5% for FY 2010-2011.

ELECTRIC FEES

The Town provides electricity to over 6,000 residents and commercial establishments combined. No rate increase is anticipated at this time. Sale of power revenues for the upcoming fiscal year are budgeted at current levels based on projections through June 30, 2010. By keeping the revenue projections flat stays consistent with our conservative budgeting methods. Receipts from the sale of power represents approximately 96% of Electric Fund revenues.

Town of Wake Forest
FUND BALANCE - PROJECTED
Fiscal year ending June 30, 2010

	General Fund
Fund balance at June 30, 2009	<u>\$13,913,603</u>
Projected revenues and other sources	27,801,856
Projected expenditures and other uses	<u>(29,273,597)</u>
Projected fund balance at June 30, 2010	12,441,862
Less:	
Reserved by State Statute - estimated	(300,000)
Reserved for encumbrances - estimated	(50,000)
Unreserved, designated for subsequent year's expenditures	<u>(2,108,755)</u>
*Unreserved, undesignated fund balance	<u><u>\$9,983,107</u></u>
 FY 2010-2011 Recommended Budgeted Expenditures	 \$29,685,280
Unreserved, undesignated fund balance as a percentage of budgeted exp	33.63%
Total Fund balance as a percentage of budgeted expenditures	41.91%

		Amount to Retain Per Policy	PROJECTED Additional Funds over/(under) Target %
	Target %	Unreserved/Undesignated Available Fund Balance	
Policy Approved by BOC	35%	\$10,389,848	(\$406,741)

Fund: 100 - General Fund Summary

	2009 Actual June 30, 2009	2010 Adopted Budget	2010 Amended Budget	2010 Actual March 31, 2010	2010 Projected June 30, 2010	2011 Requested Budget	2011 Recommended Budget
Account Classification							
Revenues							
311 - Ad Valorem Taxes	\$ 17,078,618	\$ 17,240,570	\$ 17,272,870	\$ 17,334,076	\$ 17,997,227	\$ 17,525,740	\$ 17,894,580
318 - Other Taxes	69,073	62,500	71,000	66,346	77,368	75,000	77,000
330 - Unrestricted intergovernmental	5,937,574	5,622,370	5,622,370	2,978,584	5,844,203	5,622,720	5,777,110
331 - Restricted Governmental	785,448	854,815	1,207,035	698,323	1,039,323	725,875	729,180
320 - Permits and Fees	1,046,138	1,147,100	1,147,100	732,300	967,973	984,500	1,005,500
340 - Sales and services	870,538	732,630	741,410	534,734	727,942	761,835	766,405
350 - Other Revenue	253,934	253,000	255,480	138,402	228,865	225,035	234,750
361 - Investment Earnings	165,277	215,000	183,280	67,701	91,275	175,000	180,000
390 - Other Financing Sources	2,746,928	2,811,715	3,823,425	125,630	827,680	1,860,000	3,020,755
Revenue Totals:	\$ 28,953,527	\$ 28,939,700	\$ 30,323,970	\$ 22,676,097	\$ 27,801,856	\$ 27,955,705	\$ 29,685,280
Expenditures							
100 - Personal Service	\$ 11,334,977	\$ 12,134,540	\$ 12,139,540	\$ 8,941,730	\$ 11,617,145	\$ 12,671,634	\$ 12,737,440
300 - Professional Services	919,960	1,316,500	1,347,500	607,293	915,940	1,226,700	1,055,700
500 - Operating	9,223,607	10,024,330	10,287,615	6,987,255	10,077,169	10,518,720	10,242,990
600 - Contributions	364,961	334,465	370,725	212,726	360,008	340,965	340,965
700 - Capital Outlay	2,718,959	2,266,500	2,476,725	1,108,596	2,104,367	3,511,760	1,938,100
800 - Debt Service	1,864,944	2,183,365	2,183,365	1,516,997	2,170,673	3,226,625	2,920,085
490 - Transfers In (Out)	850,000	680,000	1,518,500	1,468,500	1,973,500	500,000	450,000
Expenditure Totals:	\$ 27,277,407	\$ 28,939,700	\$ 30,323,970	\$ 20,843,097	\$ 29,218,802	\$ 31,996,404	\$ 29,685,280
Revenue Total:	\$ 28,953,527	\$ 28,939,700	\$ 30,323,970	\$ 22,676,097	\$ 27,801,856	\$ 27,955,705	\$ 29,685,280
Expenditure Total:	\$ 27,277,407	\$ 28,939,700	\$ 30,323,970	\$ 20,843,097	\$ 29,218,802	\$ 31,996,404	\$ 29,685,280
Fund: 100 Net Total	\$ 1,676,120	\$ -	\$ -	\$ 1,833,000	\$ (1,416,946)	\$ (4,040,699)	\$ -

General Fund Budget Summary by Department

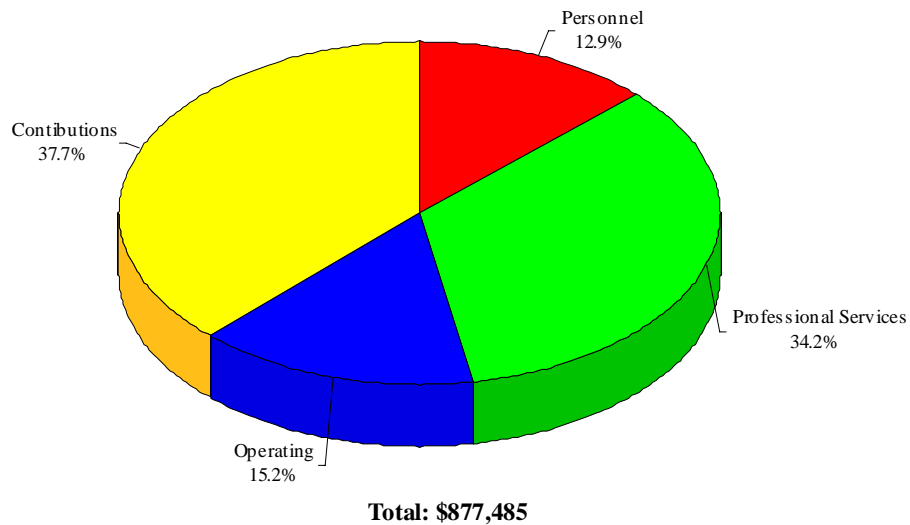
	2009 Actual June 30, 2009	2010 Amended Budget	2010 Actual March 31, 2010	2010 Projected June 30, 2010	2010 Requested Budget	2010 Recommended Budget
100-000 - General Fund Revenues	\$ 28,953,527	\$ 30,323,970	\$ 22,676,097	\$ 27,801,856	\$ 27,955,705	\$ 29,685,280
Revenue Totals	\$ 28,953,527	\$ 30,323,970	\$ 22,676,097	\$ 27,801,856	\$ 27,955,705	\$ 29,685,280
Expenditures						
100-410 - Board of Commissioners	\$ 1,098,450	\$ 1,020,040	\$ 643,620	\$ 970,705	\$ 880,985	\$ 877,485
100-420 - Administration	476,858	473,505	329,367	474,171	485,085	495,365
100-425 - Communications	291,537	322,445	204,549	300,239	379,775	321,890
100-430 - Human Resources	392,587	428,955	298,187	405,763	427,260	432,545
100-440 - Finance	1,346,336	1,454,220	1,100,730	1,436,386	1,619,210	1,510,890
100-445 - Management Information Systems	359,429	667,425	221,391	441,345	674,950	665,765
100-480 - Building Inspections	1,019,932	1,035,060	716,718	911,349	1,030,470	1,023,940
100-490 - Planning	2,322,586	1,176,805	758,469	1,103,036	1,445,655	1,120,200
100-500 - Public Buildings	2,075,210	3,254,540	3,168,824	3,804,888	2,255,770	2,097,175
100-510 - Public Safety	9,469,167	9,711,225	7,179,745	9,616,157	10,133,145	10,010,270
100-530 - Public Works Administration	264,379	279,300	195,620	271,007	289,810	298,790
100-540 - Engineering	1,041,489	1,587,545	970,363	1,264,863	1,981,645	1,866,280
100-550 - Fleet Maintenance	357,225	447,980	304,130	416,888	508,360	460,280
100-560 - Streets	1,768,620	3,103,210	1,689,597	2,645,228	3,635,680	2,462,675
100-570 - Powell Bill	558,631	645,700	204,043	651,591	866,360	866,210
100-580 - Sanitation	2,335,634	2,467,835	1,428,347	2,388,034	2,441,454	2,433,740
100-620 - Parks & Recreation	2,099,337	2,248,180	1,429,397	2,117,152	2,940,790	2,741,780
Expenditure Totals	\$ 27,277,407	\$ 30,323,970	\$ 20,843,097	\$ 29,218,802	\$ 31,996,404	\$ 29,685,280
Fund Total: General Fund	\$ 1,676,120	\$ -	\$ 1,833,000	\$ (1,416,946)	\$ (4,040,699)	\$ -

General Fund BOARD OF COMMISSIONERS

SUMMARY OF COSTS

Board of Commissioners	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 100,981	\$ 103,195	\$ 55,797	\$ 96,295	\$ 116,695	\$ 113,195
Professional Services	498,739	300,000	203,687	322,800	300,000	300,000
Operating	93,770	206,120	171,410	196,602	133,325	133,325
Contributions	354,961	360,725	212,726	350,008	330,965	330,965
Other uses of funds	50,000	50,000	-	5,000	-	-
Total	\$ 1,098,451	\$ 1,020,040	\$ 643,620	\$ 970,705	\$ 880,985	\$ 877,485

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund BOARD OF COMMISSIONERS

The Wake Forest Town Board of Commissioners, consisting of a Mayor and five (5) Commissioners, sets policies governing the operations of the Town. Legal services are provided through a contract with a law firm. Also included are funds for contributions to outside agencies such as the Wake Forest Chamber of Commerce, Resources for Seniors, Downtown Revitalization Corporation and Fourth of July Committee.

PROGRAM DESCRIPTIONS:

Community Activity Support: The Town supports many organizations through donations. The Town contracts with the Wake Forest Chamber of Commerce for economic development activities. The Town also contributes to Resources for Seniors, Downtown Revitalization Corporation, and the 4th of July Committee. Please refer to the "Outside Agency" section of this document which provides detailed requests.

Program Objectives:

- S Fund the Chamber of Commerce for continued Economic Development.
- S Fund the DRC for Mainstreet Programs and economic development in downtown.
- S Maintain current levels of funding for all other agencies.
- S Provide funding for fourth installment of the Wake Forest College Birthplace.

Accomplishments:

FY 2010

- S Continued to fund "Outside Agencies" as requested.
- S Continued to fund DRC to help with the Revitalization Program.
- S Funded monies for the Renaissance Plan for downtown in respective departments.

Legislative: The Board of Commissioners comprises the Mayor and five (5) Commissioners who are elected to four (4) year terms of office. The Board sets policies and enacts ordinances that govern the operation of Town government and determines the service levels provided to citizens. Legal services are provided on a contracted basis. The law firm provides legal advice to the Board and staff; handles legal documents such as leases, contracts, deeds, and easements; and litigates as needed.

Program Objectives:

- S Adopt policies, resolutions, and ordinances to provide services to the public.
- S Provide legal services to the Board and staff to avoid litigation and liability issues.
- S Appoint members to all advisory boards.
- S Conduct Annual Planning Retreat for Board & Staff in January 2011.

Accomplishments:

FY 2010:

- S Held Annual Planning Retreat - January 2010.
- S Set strategic goals for the year 2010-2011.
- S Appointed members to all advisory boards.
- S Adopted policies, resolutions and ordinances to provide services to the public.
- S Completed community plan update.
- S Completed contract for second phase of Franklin Street Renaissance Plan Improvements.

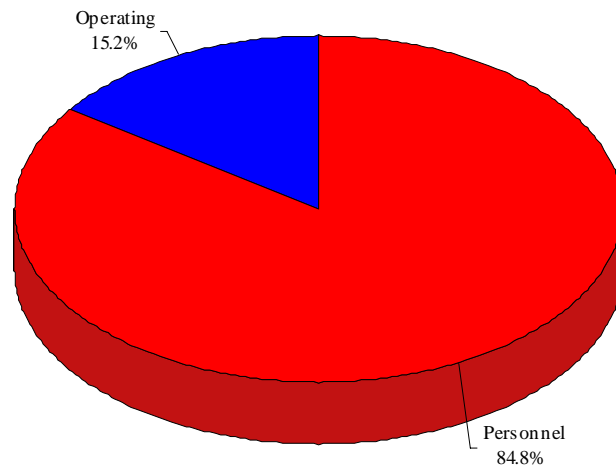
General Fund ADMINISTRATION DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Administration	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 402,001	\$ 390,510	\$ 289,084	\$ 389,883	\$ 409,020	\$ 419,900
Professional Services	800	6,000	4,233	18,250	-	-
Operating	74,057	76,995	36,050	66,038	76,065	75,465
Other uses of funds	-	-	-	-	-	-
Total	\$ 476,858	\$ 473,505	\$ 329,367	\$ 474,171	\$ 485,085	\$ 495,365

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/10	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Town Manager	1	1	1	1	1	
Deputy Town Manager	1	1	1	1	1	
Town Clerk	1	1	1	1	1	
Total	3	3	3	3	3	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



Total: \$495,365

General Fund ADMINISTRATION DEPARTMENT

The Town Manager and his management team provide direction to the remaining staff in implementing policies set by the Board of Commissioners.

PROGRAM DESCRIPTIONS:

Management: Provision of leadership and guidance to Town staff and implementation of Board-adopted policies and procedures are the primary functions of this program. In addition, management directs Board goals and philosophies into appropriate administrative policies. The Town Manager supervises the Deputy Town Manager and nine (9) department heads in the administration of their respective teams. The Manager also acts as liaison between the Town and other public service providers among which is the Chamber of Commerce, Triangle J Council of Governments, and the North Carolina Eastern Municipal Power Agency.

Program Objectives:

- S Assist the Board in the development of long range plans to guide management in recommending policies and procedures.
- S Provide professional leadership and interpretation of ordinances to assure unbiased legal adherence and to implement policies and programs developed by the Board.
- S Guide department heads in the development of annual goals based on departmental programs and objectives.
- S Provide staff support to the Mayor and Board to keep abreast of political activity at all levels of governments.
- S Update Capital Improvements Plan by January 2011 and recommend Annual Operating Budget by May 2011.
- S Disseminate information to the news media, civic organizations, intergovernmental groups, and other entities as required by county, state, and local jurisdictions.

Accomplishments:

FY2010:

- S Developed input from the Board's planning retreat to work on goals for 2010-2011.
- S Updated Capital Improvement Plan in March 2010 and recommended the operating budget in May 2010.
- S Oversaw progress of special capital projects such as South Main Street Widening, Franklin Street Rehabilitation, Taylor Street Expansion, the design of surfacing Unpaved Streets, the New Town Hall and various other projects.

Town Clerk: The mission of the Town Clerk's office is to prepare and maintain complete and accurate records of the Board of Commissioners proceedings, to serve as the official custodian of all permanent records including minutes, resolutions, ordinances, contracts, agreements, deed and easements and various other documents, provide staff support to the Mayor, Board of Commissioners and disseminate information and assistance to the citizens and other entities as well as the news media.

Program Objectives:

- S Obtain training geared towards becoming a certified Municipal Clerk.
- S Assist the Board of Commissioners in the appointment/reappointment of members to various advisory boards.
- S Maintain/update the Code of Ordinances as needed.
- S Maintain catalog for Town records as per Municipal Records Retention and Disposition Schedule issued by Archives and History Department of Cultural Resources.
- S Maintain filing system for contracts, agreements, easements, annexation, etc., for easy retrieval.

Accomplishments:

FY2010:

- S Indexed minutes/resolutions/ordinances from July 2008 to the present.
- S Submitted ordinances from July 2008 to June 2009 to Municipal Code for Codification.
- S Maintained minutes for the Advisory Boards.
- S Refined the process for appointing Advisory Board Members.
- S Maintained filing system for contracts, agreements, easements, annexation, etc. for easy retrieval.
- S Created various forms and documents for staff and myself to use to smooth line the process of submitting information.
- S Created a database of past elected officials.
- S Learned to use Granicus for minute taking and posting agenda and video of meetings to the website

General Fund COMMUNICATIONS DEPARTMENT

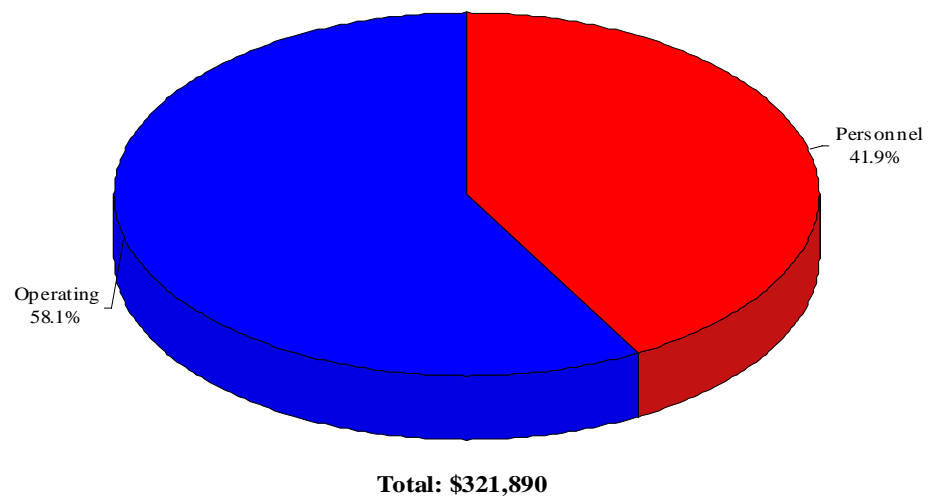
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Communications	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 137,792	\$ 142,060	\$ 106,580	\$ 131,852	\$ 143,775	\$ 134,890
Operating	153,744	179,020	97,969	168,387	187,000	187,000
Capital Outlay		-	-	-	49,000	-
Total	\$ 291,536	\$ 321,080	\$ 204,549	\$ 300,239	\$ 379,775	\$ 321,890

Personnel costs include funding for two (2) part-time employees: Audio Visual Technician and Communications Specialist.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/10	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Public Information Officer	-	1	1	1	1	
Communications Specialist	1	-	1	1	1	
Total	1	1	2	2	2	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund COMMUNICATIONS DEPARTMENT

The Public Information Officer oversees and directs the communications, marketing and public relations functions of the Town.

PROGRAM DESCRIPTIONS:

Communications: Difficult technical writing, public contact and administrative work in developing and implementing a communications program for the Town are the primary functions of this program. In addition, plans, organizes and implements a variety of communications programs for the Town. Work includes developing policies, procedures and content for the Town's website. Work also requires the development of all Town promotional and educational pieces, as well as considerable public contact in dealing with Town staff, elected officials, the media and the general public.

Program Objectives:

- S Develop written materials promoting Town services
- S Assist with news releases and other correspondence
- S Develop the departmental web development group and chair meetings with respective representatives
- S Service as web site content liaison between Town departments and technical staff or contracted services
- S Respond to citizens' complaints, questions and suggestions regarding the web site
- S Assist with special projects
- S Work with departments on their web section redesigns to ensure consistency
- S Compose and disseminate news releases, media advisories, and public service announcements pertaining to Town activities, programs, and issues
- S Provide public relations counsel to elected officials and Town management staff on the breadth of projects and initiatives undertaken by or impacting the Town
- S Facilitate a positive, accurate image of Town government
- S Develop and maintain a comprehensive, strategic annual plan for communications
- S Provide media relations training for staff and elected officials
- S Authorize and assist with the development of fact sheets, flyers, brochures, clothing and other presentation and promotional materials for the Town
- S Oversee the administration of the Town's cable television station
- S Draft speeches, letters and remarks for staff and Board as well as draft and review articles for publications
- S Respond to citizen requests for information
- S Approve and assist with the development of Town advertising
- S Represent the Town at public functions
- S Authorize all and direct most of the Town's public education and marketing campaigns
- S Oversee or assist with the audio/video elements of the Town's capital projects

Accomplishments:

FY 2010:

- S Partnered with Mayor Jones, the Wake Forest Rotary Club, the Wake Forest Area Chamber of Commerce, Brian Pate Entertainment, Tuxedo Junction, the DRC, and Media Guru to produce the 2nd Annual State of the Town Address and Dinner, which was rebroadcast throughout March. The State of the Town address was also provided as streaming video online. Over 150 area residents turned out for the event.
- S Produced E. Carroll Joyner Park video, which won 2010 Telly Award
- S Coordinated the following special events:
 - a. E. Carroll Joyner Park Grand Opening
 - b. 100 Years of Public Power
 - c. Taylor Street Park Grand Re-opening
 - d. Rainwater Harvesting Program Dedication
 - e. Northern Wake Senior Center dedication ceremony
- S Arranged to record and re-broadcast these events on Community Channel 10
- S Created and manage Town's Facebook profile – the Town of Wake Forest currently has nearly 1,100 fans
- S Negotiated with Time-Warner Cable to broadcast music from their Music Channels on Community Channel 10

General Fund
COMMUNICATIONS DEPARTMENT

- S Introduced “Starting a New Business in Wake Forest” and “Improving Internal Communications” quality circles
- S Designed and administered first-ever “Internal Communications Assessment Survey” and provided scores to department heads
- S Collaborated with area graphic designer to create new Town logo and stationery
- S Coordinated creation of Town website’s online store
- S Re-designed look and format of “Charges and Fees Schedule”
- S Collaborated with graphic designer to develop and print E. Carroll Joyner Park brochure and maps
- S Wrote script and recorded messages on various Town matters for nearly 20 Connect-CTY calls
- S Continued to design and produce “Prelude to the Arts” the Wake Forest Cultural Arts Association’s quarterly newsletter
- S Continued oversight of website for the Wake Forest Cultural Arts Association on the Town of Wake Forest site. WFAA pages include a history/overview, Board members, and calendar of events. Provide regular updates to website at the direction of WFAA members
- S Collaborated with area graphic designer to help Cemetery Advisory Board produce posters and other materials to promote Cemetery Walking Tour
- S Updated Human Relations Council brochure
- S Created “Holiday Schedule” on website to provide easy access for residents inquiring about the effects of Town-recognized holidays on Town operations and service delivery
- S Collaborated with Media Guru to produce Centennial Video for Channel 10 and website
- S Coordinated sales of centennial items, including brick pavers, books, and blankets
- S 2009 Wake Forest Centennial Celebration Report:
 - a. Produced 13 segments on *Focus on Wake Forest* related to the centennial celebration
 - b. Wrote and published 11 articles for the *Our Town* newsletter related to the centennial
 - c. Created and maintained over 20 centennial-related pages on the Town’s website
 - d. Developed and/or assisted with the development of all centennial brochures, flyers, and bill inserts
 - e. Collaborating with graphic designer to produce sponsor appreciation plaques

General Fund

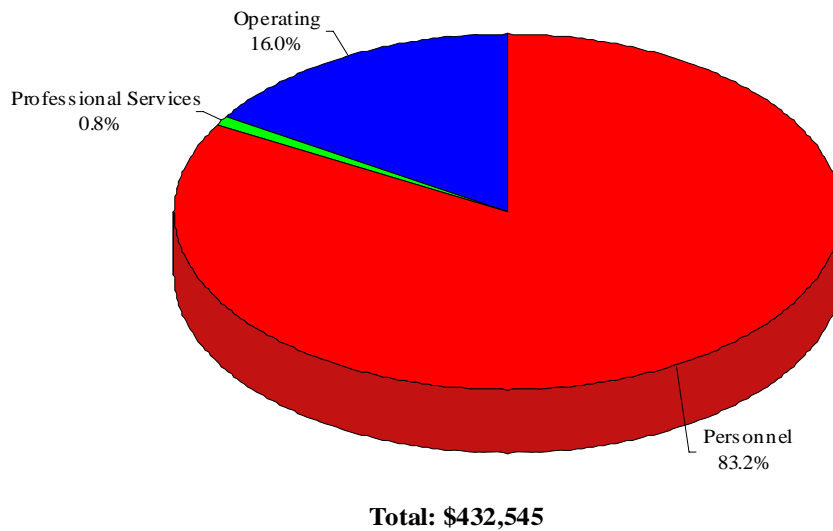
HUMAN RESOURCES DEPARTMENT

SUMMARY OF COSTS AND POSITION AUTHORIZATION ALLOCATIONS

Human Resources	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 329,149	\$ 341,755	\$ 254,901	\$ 339,809	\$ 349,035	\$ 359,920
Professional Services	1,247	1,500	1,263	1,400	3,500	3,500
Operating	62,191	85,700	42,024	64,554	74,725	69,125
Total	\$ 392,587	\$ 428,955	\$ 298,188	\$ 405,763	\$ 427,260	\$ 432,545

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Human Resources Director	1	1	1	1	1	
Human Resources Analyst	1	1	1	1	1	
Safety Coordinator	1	1	1	1	1	
Sr. Human Resources Analyst	1	1	1	1	1	
Total	4	4	4	4	4	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund

HUMAN RESOURCES DEPARTMENT

The Human Resources Director and her staff oversee the personnel and risk management functions of the Town.

PROGRAM DESCRIPTIONS:

Personnel: The Human Resources Director manages the personnel system for the Town and guides the Manager, department heads, and supervisors in adherence with all legislation including local, state, and federal regulations. Major areas of responsibility include: overseeing equal opportunity recruitment, selection, disciplinary action, and promotion of employees; benefits and compensation administration; coordination of training; recommendation and implementation of policies and procedures; amendment of the Town Code as necessary; and legal and policy interpretation at all staffing levels. The overall goal of this program is to develop, recommend, and implement legal practices which will allow the Town to meet all service levels by attracting, recruiting, and retaining quality employees.

Program Objectives:

- S Monitor the employee's performance appraisal system and all disciplinary actions by advising both the management team and all other employees of proper procedures.
- S Assess organizational training needs and assist all supervisory levels in procuring the most beneficial instruction.
- S Standardize recruitment procedures to ensure equal opportunity selection for new hires and promotional employees in the areas of advertisement, dissemination of information to applicants, and screening of applications.
- S Maintain a professional and confidential records system to comply with all legal requirements.
- S Improve employee morale by communicating management objectives.
- S Inform Town Manager, Department Heads, and Supervisors of inappropriate working conditions which may escalate into a grievance or matter of litigation.
- S Review the Town's pay and classification study each year for the purpose of determining proper classification and market competitiveness.

Accomplishments:

FY 2010

- S Organized a successful United Way Campaign
- S Maintained the Pay & Classification Study with our consultant, Randy Billings.
- S Continued to develop, implement and manage the Town's comprehensive Wellness Program: offered several seminars on optimizing nutrition, exercise and stress relief. Coordinated an interactive Health Fair and flu shot clinic and developed wellness campaigns including a walking challenge and a Biggest Loser Challenge. Staff applied for and wrote a grant to further the initiatives of the Wellness Program and received funds of \$3,000.
- S Continued to have staff representation on Improving Internal Communication Quality Circle (IICQC) and Frontline Force.
- S Continue to thoroughly review and update the Personnel Policy as needed.
- S Managed the Training and Development Program. Staff drafted and presented the FMLA and Supervisor Evaluation Training. Coordinated Dealing with Change training and Financial seminars including 401(k), how to manage a budget and weathering financial storms.
- S Updated the Tuition Assistance Program.
- S Updated the FMLA process. Ensured compliance and confidentiality while adhering to all applicable laws.

General Fund

HUMAN RESOURCES DEPARTMENT

Risk Management: The Safety Coordinator manages the Town's Risk Programs as directed by the Human Resources Director. Functions include: ensuring compliance with governmental (federal, state, and local) safety and environmental regulations; making recommendations for reduction of risk exposures; ensuring all Town employees are trained in workplace safety, hazard identification, incident reporting and workers' compensation; administering the workers compensation and liability insurance programs; as well as maintenance of safety, training and liability records.

Program Objectives:

- S Manage the Town's Safety Program by continually learning and understanding changes in regulatory requirements. Develops, maintains, and updates the Town's safety and risk management policies as required.
- S Consult with N.C. League of Municipalities Risk Management Services, N. C. Department of Labor and other governmental agencies to address the risks identified as a result of governmental and self inspections. Recommend and implement corrective action to reduce risk and help ensure worker safety and health.
- S Manage the Town's Liability and Workers' Compensation Programs. Review critical elements of leases, contracts, and agreements to reduce the Town's liability.
- S Review supervisory incident reports and conduct incident investigations, when necessary, to determine causal factors, corrective action, and disciplinary actions.
- S Conduct bimonthly Safety and Health Committee Meeting to address pertinent issues and train members to fulfill their responsibilities in safety management.
- S Administer the Substance Abuse Program to comply with Town policies and DOT regulations regarding appropriate drug and/or alcohol testing for employees.
- S Coordinate and conduct training as required to comply with OSHA regulations, as well as other safety topics.

Accomplishments:

FY 2010

- S Administered all aspects of Safety and Health Programs.
- S Managed the Worker's Compensation, Property and Liability Insurance Programs.
- S Maintained and conducted safety training for all employees.
- S Reviewed Safety Programs and Policies as needed.
- S Serves as point of contact for OSHA Inspections and Insurance Safety Audit.
- S Conducted facility and jobsite safety inspections and recommended corrective actions.
- S Administered the driver safety program and ensure that all employees operating Town vehicles have a current driver's license and a safe driving history.
- S Managed the Universal Waste Recycling Program.
- S Maintained the Safety Committee and Safety Incentive Program.

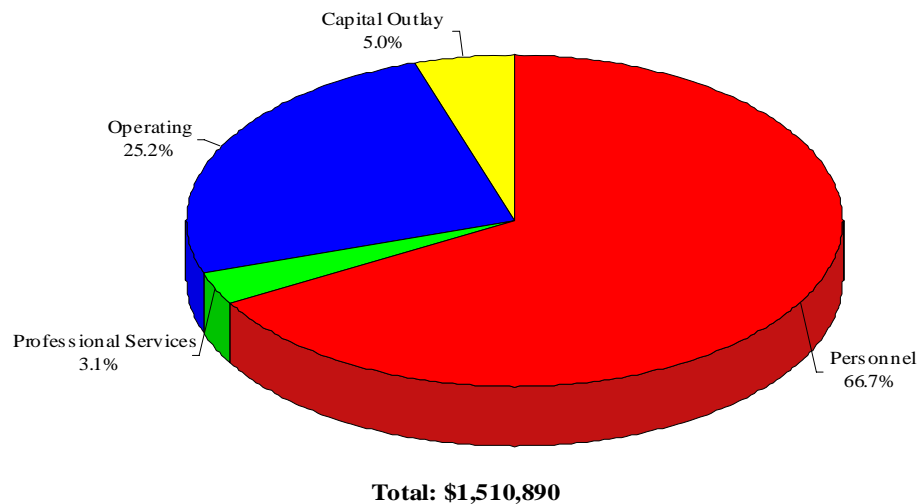
General Fund FINANCE DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

FINANCE	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 918,120	\$ 991,020	\$ 735,411	\$ 981,163	\$ 1,060,170	\$ 1,007,490
Professional Services	40,546	55,000	54,789	54,789	47,200	47,200
Operating	321,018	353,700	276,429	350,439	391,840	381,200
Capital Outlay	66,652	54,500	34,101	49,995	120,000	75,000
Total	\$ 1,346,336	\$ 1,454,220	\$ 1,100,730	\$ 1,436,386	\$ 1,619,210	\$ 1,510,890

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Finance Director	1	1	1	1	1	
Financial/Fiscal Analyst	-	-	-	1	-	
Accounting Services Manager	1	1	1	1	1	
Accountant	1	1	1	1	1	
Office Assistant	1	1	1	1	1	
Purchasing Manager	1	1	1	1	1	
Buyer	-	-	1	1	1	
Sr. Inventory Specialist	2	2	1	1	1	
Inventory Specialist	1	1	1	1	1	
Accounting Technician	2	2	2	2	2	
Customer Service Supervisor	1	1	1	1	1	
Utility Billing Specialist	1	1	1	1	1	
Utility Billing Assistant	1	1	1	1	1	
Customer Service Rep	2	2	2	2	2	
Customer Service Field Tech	2	2	2	2	1	
Total	17	17	17	18	16	-

The following graph depicts the breakdown of FY 2010-2011 expenditures:



General Fund FINANCE DEPARTMENT

The Finance Department is responsible for maintaining and administering the Town's fiscal operations in accordance with generally accepted accounting principles and North Carolina's General Statutes.

PROGRAM DESCRIPTIONS:

Financial Management/Fiscal Operations: Fiscal operations include accounting and financial reporting, cash management, investments, accounts payable, payroll, fixed assets, internal control, and debt service management. This includes maintaining the general ledger and all subsidiary ledgers, preparation of required reconciliations, insuring compliance with the annual budget ordinance, reporting to State and Federal agencies, updating the Capital Improvements Plan and preparation of the annual operating budget. For the past eighteen (18) years, the Comprehensive Annual Financial Report has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Program Objectives:

- S Provide monthly and quarterly financial reports for Department Heads, Supervisors and the Board of Commissioners
- S Prepare all work papers and schedules for the annual audit.
- S Prepare annual Comprehensive Annual Financial Report (CAFR) and submit to GFOA for consideration
- S Present annual CAFR to the Board of Commissioners in December
- S Monitor investments to assure maximum return as well as safety on funds in accordance with State statutes.
- S Maintain regular monthly reconciliations of all balance sheet accounts.
- S Update and review existing policies such as: Cash Management/Investment, Capital Asset and Bad Debt collection.
- S Update Debt Issuance Plan for review by the Board at their semi-annual retreat in August.
- S Implement Utility Management Module of New World Systems software by July 2011.
- S Update Capital Improvements Plan by March 2011.
- S Assist Town Manager in preparing recommended Annual Operating Budget by May 2011.

FY 2010:

- S Implemented New World Systems Community Development software in July 2009
- S Implemented new Procurement Card program in July 2009
- S Continued training and conversion process for Utility Management module
- S Updated Capital Improvements Plan for FY 2010-2015
- S Bonds issued in December 2009 in the amount of \$7.3 million for Parks and Recreation and Street Improvements
- S Refunded approximately \$1.8 million of 1999 G.O. Bonds resulting in \$155,000 savings to the Town over the remaining life of the bonds
- S Town's credit rating upgraded: Standard and Poor's AA > AAA; N. C. Municipal Council 84>87
- S Conducted "Finance 101" session for employees in January 2010
- S Continued to provide updates to the Board concerning economic environment throughout the year
- S Facilitated annual budget process and assisted the Town Manager in preparing the FY 2010-2011 Recommended Budget
- S Coordinated process of financing various equipment and vehicles through installment purchase

Billing & Collections: The Town administers billings for utility services. The Customer Service Supervisor and his staff are responsible for obtaining and processing electric consumption cyclically. A percentage of these personnel expenses are accounted for in the Electric Fund through inter-fund allocations. Other billings processed by the Town include privilege licenses, assessments and miscellaneous revenues. Wake County provides billing and collection services on a contractual basis for property taxes and Downtown Municipal Service District taxes.

Program Objectives:

- S Mail utility bills on or before the bill date.
- S Set up automated disconnect collars on several accounts.
- S Provide training through Electricities.
- S Process up to 45 customer utility cut-offs within one (1) business day.
- S Develop a relationship with a collection agency to secure outstanding debt.
- S Continue to work with New World Systems, Logics and MIS department to facilitate a smooth conversion for Utility billing module.

General Fund FINANCE DEPARTMENT

Accomplishments:

FY 2010:

- S Completed cross training of billing and customer service functions
- S Scheduled semi-annual meter audits
- S Continued to work with New World Systems, Logics and MIS to prepare files for data conversion of utilities

Customer Service: Customer Service Representatives receive incoming phone calls, process customer payments for utility services and other fees and respond to citizen inquiries. This division assists new customers with setting up utility accounts, generate work order request forms, provide follow up on outcomes of those requests and provide general information, garbage collection questions and various other inquiries.

Program Objectives:

- S Respond to customer service work order requests within two (2) business days based on their priority.
- S Continue to work with ChurchNet and other agencies in providing utility related assistance to the needy within the community.
- S Prepare utility bill inserts which provide customers with energy related information and Town issues.
- S Acquire the software to allow the re-printing of an actual utility bill to provide to our customers.
- S Conduct an Energy Fair in conjunction with Public Power week.
- S Continue marketing and development of the Residential Energy Audit Program.
- S Become an E-commerce customer for online payments

Accomplishments:

FY 2010:

- S Implemented Frontline Force and facilitated meetings throughout the year
- S Adjusted customer service schedules to ensure adequate coverage and reduce comp time accruals
- S Added a Carbon Offset purchase option to our NC Greenpower program
- S Increased online payments to include HOPE, NC Greenpower and Privilege licenses
- S Served as Co-Chair of the Town's Improving Internal Communications Quality Circle

Purchasing: The Purchasing Agent and staff administer the Town's centralized purchasing program for all departments. This program allows quality products and services to be procured at the best pricing available while complying with all N.C. General Statutes for purchasing procedures.

Program Objectives:

- S Achieve a minimum (2-3 days) turn-around time for requisition/purchase order processing.
- S Update materials lists to stay consistent and compatible with the Town's needs.
- S Implement the Town's new Purchasing Policy/Manual.
- S Implement Procurement Card Program.
- S Provide employee training on the Town's purchasing procedures.
- S Improve purchasing through training and conference education.
- S Monitor departmental budgets when requisitions are submitted to assure funds are available.
- S Develop a system of updating service/maintenance contracts on a timely basis.

Accomplishments:

FY 2010:

- S Identified, declared surplus and sold all of the old items that had never been declared surplus and had been sitting on the public works yard for years.
- S Closed out all of the various credit cards that were being used, in order to utilize procurement cards.
- S Participated in the Finance 101 training classes that were conducted by the Finance Director.
- S Implemented a new system where all bids come to the Purchasing Manager to comply with the changes in the public record laws.
- S Continued to train employees on New World Systems requisition software.

General Fund
FINANCE DEPARTMENT

Inventory and Warehouse Management: The Purchasing Agent and staff maintain the central warehouse by procuring adequate levels of stock and administering the distribution of inventory and materials to all departments necessary to fulfill the operational needs of the Town while maintaining OSHA standards in the organization and distribution of warehouse materials.

Program Objectives:

- S Maintain adequate stock levels and appropriate materials for various departments/divisions.
- S Develop a method of ordering supplies in advance of scheduled projects in order to limit recurring visits to the warehouse.
- S Conduct physical inventory count once a year and assist in the preparing the reconciliation.
- S Continue to maintain OSHA compliance.
- S Develop and implement policies for Materials Requisitioning.
- S Implement a surplus inventory program for overhead and underground transformers coming off line.
- S Implement an inventory program for street signs.

Accomplishments:

FY 2010:

- S Doubled the size of the Street Department Inventory to better serve the Department.
- S Sent all transformers that had paint damage from the sun out to be repainted and reorganized transformers from oldest to newest to avoid future paint damage.
- S Reorganized lights to make room for the new styles that the Town needs to stock.
- S Worked with the Electrical Department to procure a new style of enclosure cabinet that would be safer for the Electrical Employees to use.
- S Deleted old stock that was no longer used from current inventory.

General Fund MANAGEMENT INFORMATION SYSTEMS

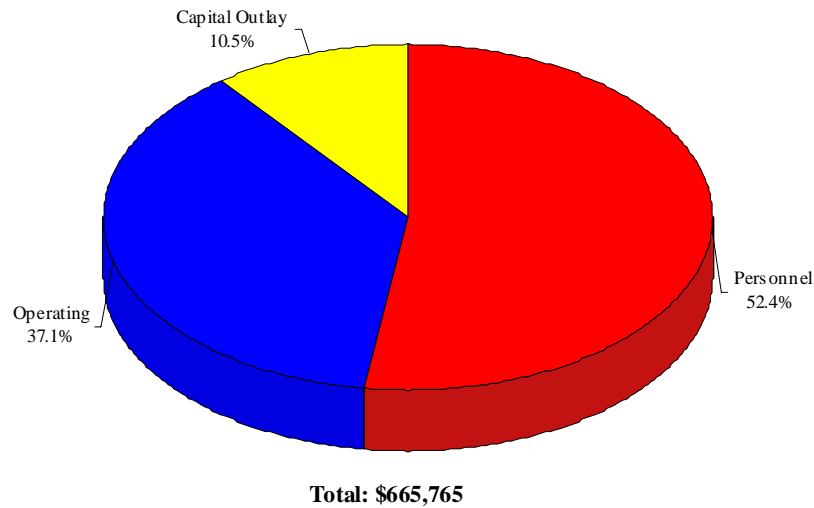
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

MIS	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 177,110	\$ 213,275	\$ 137,673	\$ 201,910	\$ 337,050	\$ 348,565
Operating	160,674	179,650	79,611	178,835	259,900	247,200
Capital Outlay	21,645	274,500	4,107	60,600	78,000	70,000
Total	\$ 359,429	\$ 667,425	\$ 221,391	\$ 441,345	\$ 674,950	\$ 665,765

* NOTE: The position added in FY 2008-2009 was delayed and is scheduled to be filled during FY 2009-2010. GIS Analyst was an allocated position in the Planning Department. Effective July 1, 2010 it will be transferred to MIS.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
IT Director	1	1	1	1	1	
GIS Analyst	-	-	-	1	1	
IT Analyst*		2	2	2	2	
Total	1	3	3	4	4	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems Department is responsible for administering and maintaining the Town's technology resources. Staff is responsible for assisting departments with improving their business process through the use of current and new technologies.

PROGRAM DESCRIPTIONS:

MIS and Data Processing: The Town maintains a network infrastructure consisting of nine (9) physical locations. The network infrastructure includes 19 servers and 160+ plus laptop\workstations. Supported applications include: financial accounting systems, automated meter reading system, town web site, work order, inventory, utility billing, report writing systems and public safety applications. MIS is also responsible for corporate voice\phone, email, anti-virus, security, data retention, remote access, web filtering and print services.

Program Objectives:

- S Develop GIS program.
- S MS Exchange server upgrade.
- S Continued enhancements for web services.
- S Continue office client application standardization deployment.
- S Develop intranet utilizing MS Share Point Services.
- S Deploy AVL for PD fleet.
- S Continue hard drive disk encryption for mobile systems.
- S Network infrastructure improvements.
- S Addition of GIS position to the MIS department.
- S Client workstation life cycle replacement.
- S Continue phased deployment of New World modules.
- S Continue EDS project.

Accomplishments:

FY2010:

- S Telecommunications VOIP project.
- S Email archival system.
- S Parks and Rec online registration web services.
- S New Town Hall security system.
- S Deployment of CAD and RMS (OSSI).
- S Deployment of NetMotion remote network access.
- S Continue hard drive disk encryption for mobile systems.
- S Network infrastructure life cycle replacement.
- S Addition of IT Analyst position to the MIS department.
- S Client workstation life cycle replacement.
- S Deployment of New World CD and UT modules.
- S Assist with new town hall infrastructure.
- S New Town Hall Printer\Copier deployment.

General Fund PLANNING DEPARTMENT

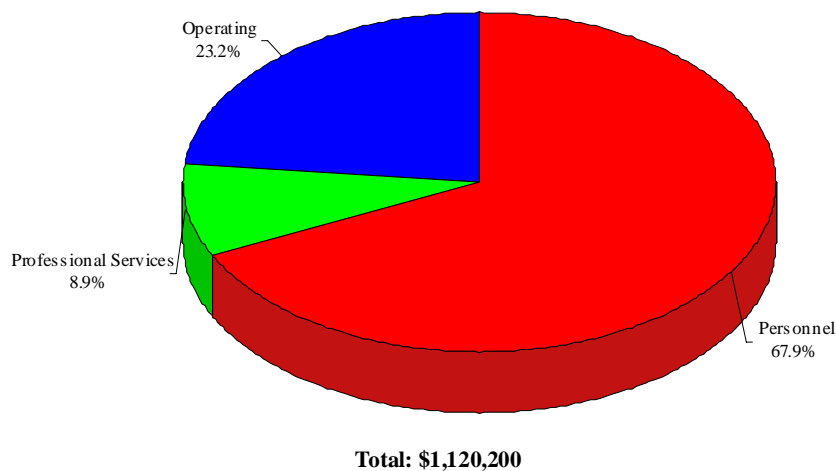
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Planning	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 708,853	\$ 805,605	\$ 547,236	\$ 713,560	\$ 764,655	\$ 760,330
Professional Services	66,650	45,000	43,497	91,000	115,000	100,000
Operating	323,392	327,565	172,940	298,476	311,000	259,870
Capital Outlay	1,223,691	-	(5,204)	-	255,000	-
Total	\$ 2,322,586	\$ 1,178,170	\$ 758,469	\$ 1,103,036	\$ 1,445,655	\$ 1,120,200

Position allocation reflects transfer of position to MIS Department effective July 1, 2010.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Planning Director	1	1	1	1	1	
Assistant Planning Director	2	2	2	2	2	
Senior Planners	4	4	4	4	4	
Zoning Enforcement Officer	-	-	1	-	-	
GIS Analyst	1	1	-	-	-	
Office Assistant	-	-	1	1	1	
Total	8	8	9	8	8	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



**General Fund
PLANNING DEPARTMENT
Planning Division**

Staff provides development and maintenance of land management documents including Zoning Ordinance and Land Use Plan; review of construction and land development; building inspections; code enforcement and support to the Planning Board, Board of Adjustment, Historic Preservation Commission, Greenways Advisory Board, and the Urban Forestry Board.

PROGRAM DESCRIPTIONS:

Administration: The Administration staff consists of the Planning Director, Assistant Planning Director (2 positions), Senior Planner (3 positions), Planner (Code Enforcement) and Office Assistant. The Planning Director supervises, coordinates and directs the personnel and work operations of the Department, which includes the Planning and Inspections Divisions. The Planners perform responsible professional level work in the areas of current and comprehensive planning, land use controls, and program administration.

Program Objectives:

- S Administer departmental programs: Planning, Historic Preservation, Housing and Community Revitalization, Urban Forestry.
- S Prepare and monitor annual budget and capital improvement plan for the Department.
- S Update and implement Department work plan.
- S Continue results-based management program.

Accomplishments:

FY 2010

- S Conducted focus group survey and updated the results-based performance plan.
- S Relocated department to the Town Hall building (new).
- S Filled Planner (Code Enforcement) position.

Planning: Staff strives to further the welfare of the citizens of Wake Forest by creating a better, more healthful, convenient, efficient, and attractive community environment through the application of intelligent foresight and planned administrative and legal coordination. The Development Services section of the Planning Division ensures that changes to the community's physical environment comply with the applicable land development plans, policies, and ordinances. The Development Services staff focus on development proposals, zoning requests, flood damage prevention, code enforcement, GIS, annexations, street closings, variances, and addressing. This group also oversees the Technical Review Committee activities and provides staff support to the Comprehensive Planning Committee, Planning Board and Board of Adjustment. The Planning Services section of the Planning Division provides for the development of plans and policies to guide the physical development of the community and the necessary regulatory controls for implementation. This group provides staff support to the Planning Board, Historic Preservation Commission, Urban Forestry Board, and Greenways Advisory Board. The aforementioned advisory boards and commissions perform key functions for the administration of the program. Planning staff (eight positions) provides administrative and technical support.

Program Objectives:

- S Continue to implement adopted land use and development plans and documents.
- S Continue to update and enhance the department web pages which provide information for customers and citizens.
- S Continue to administer and update the zoning ordinance, subdivision regulations, flood damage prevention ordinance, and other adopted regulatory controls. Begin development of a Unified Development Ordinance.
- S Review applications and plans for sign permits and provide inspections.
- S Investigate and resolve ordinance/code violations.
- S Review development permit applications.
- S Review subdivision plans and plats.
- S Review site plans.
- S Review and process applications for zoning changes, special-use permits, variances and ordinance amendment requests. Issue zoning verification letters.

**General Fund
PLANNING DEPARTMENT
Planning Division**

- S Respond to citizen and customer inquiries.
- S Administer FEMA's Letters of Map Amendments & Revisions, increase awareness of Flood Damage Prevention ordinance & seek acceptance into the Community Rating System of the National Flood Insurance Program (NFIP).
- S Maintain and update development checklists and development projects lists.
- S Continue to update all base maps and keep maps on web site & office current.
- S Maintain a yearly development report document to include information regarding growth, population, development projects, zoning cases, and annexations.
- S Administer Technical Review Committee activities.
- S Assist inspections department in the development of the property maintenance code.

Accomplishments:

FY 2010

- S Completed the update to the Wake Forest Transportation Plan.
- S Completed the Wake Forest Community Plan.
- S Completed the Public Art Vision Plan.
- S Completed an update to the Hazard Mitigation Plan.
- S Updated the Noise Ordinance.
- S Improved communications through the use of web site, community channel, and newsletter.
- S Drafted a property maintenance code.
- S Maintained Development Services Section of the web page which included data on residential and commercial developments, annexations, zoning requests, and flood damage prevention.
- S Updated all land use maps on a monthly basis.
- S Processed 10 FEMA Letters of Map Revisions (LOMR), attended State Certified Floodplain Managers Conference and maintained Certified Floodplain Manager status.
- S Assisted the NC Mapping Program with the process of updating various Flood Insurance Rate Maps throughout the Town.
- S Completed the NC-98 Bypass Naming Project.
- S Maintained and updated development checklists and development projects lists.
- S Maintained the Wake Forest Development Report to be published on a yearly basis.
- S Held Technical Review Committee meetings monthly.
- S Provided support and data to the U.S. Census Bureau for the 2010 Census.
- S Issued 700 development permits.
- S Performed 50 master plan reviews.
- S Performed 100 construction plan reviews.
- S Performed 115 final plat reviews.
- S Performed 80 architectural design reviews.
- S Performed 30 exterior lighting design reviews.
- S Issued 75 sign permits.
- S Reviewed and processed 15 zoning petitions (rezonings, special-use permits, ordinance amendments and variances).
- S Cited and abated 100 ordinance/code violations.
- S Issued 15 zoning verification letters.
- S Responded to 30,000 citizen and customer inquiries.
- S Completed the diagnostic report of the Town Land Use Ordinances for the development of a Unified Development Ordinance.
- S Attended the Wake Forest-Rolesville 9th Grade Construction Academy Career Day providing outreach from the Town and the planning profession.
- S Coordinated activities towards economic development and the development process with the Wake Forest Chamber of Commerce.
- S Staff attended various NCAPA conferences for continuing credit hours towards AICP and CZO certifications.

**General Fund
PLANNING DEPARTMENT
Planning Division**

- S Activated the community development portion of the New World System software for project planning.
- S Worked with Wake County GIS on the implementation of the parcel management portion of the New World System software.
- S Planned and conducted the 2nd Annual Bicycle Safety Fair. Developed “Rules of the Road” wallet cards for and “Share the Road” pamphlets for bicycle safety education for motorists and cyclists. Distributed bicycle helmets and rear bike lights.
- S Awarded two of four SRTS grants applied for, winning one infrastructure and one non-infrastructure grant for a total of approximately \$350,000.
- S Completed plan review, easement acquisition, and received DWQ and NCDOT approval for the construction of the Dunn Creek Greenway Trail. Obtained \$450,000 of federal stimulus funds for the construction of the Dunn Creek Greenway. Continue to assist Parks & Recreation with management of the ARRA Funded & locally administered Dunn Creek Greenway project.
- S Applied for \$3.1 million in Congestion Mitigation Air Quality grant funding for the construction of a significant section of the Smith Creek Greenway trail and Sanford Creek Greenway trail and construction of sidewalks in gaps on Rogers Road and Heritage Lake Road to provide families with alternative access to nearby schools, shopping, work and play. Programmed to receive planning funds in 2013 and construction funds in 2014.
- S Continuing to partner with the City of Raleigh to design and construct a trail extension and bridge to connect the Smith Creek Greenway Trail to the Neuse River Trail, with 28 miles of paved trails planned to extend from Falls Lake Dam to Johnston County in four years.
- S Participated in Southeast High Speed Rail Trail planning for ROW and trail location along and near the rail corridor to put Wake Forest on a connected trail planned to extend 55 miles from Richmond to Raleigh and eventually to extend 116 miles from Petersburg to Charlotte.
- S Provided planning and estimates for priority sidewalk sections in accordance with Board and other identified priorities.
- S Participated in the Improving Internal Communications Quality Circle.
- S Presented the draft Public Art Ordinance to the Board of Commissioners.
- S Staff served as a Northern Regional Center Steering Committee Member.
- S Staff served as a Downtown Revitalization Corporation Board Member.
- S Provided direct services to community businesses utilizing the Buxton Market Study.
- S Attended the Main Street Conference in New Bern and received an award as a Main Street Champion.
- S Attended the Federal-Aid 101 Workshops in Cary for local governments, MPOs, RPOs and other partners sponsoring a locally administered federal-aid project.
- S Attended Capital Area Metropolitan Planning Organization (CAMPO) Technical Coordinating Committee (TCC), Bicycle & Pedestrian Stakeholders Group (BPSG), Metropolitan Transportation Improvement Program (MTIP), and Long Range Transportation Plan (LRTP) meetings.
- S Staff participated in the NC Chapter of the American Planning Association (NCAPA) Conference Planning Committee.
- S Staff served as Chair of the Technical Coordinating Committee (TCC) of the Capital Area Metropolitan Planning Organization (CAMPO).

Historic Preservation: To promote the educational, cultural and economic welfare of Wake Forest by preserving landmarks as visible reminders of the historic, architectural and cultural heritage of the Town. The Historic Preservation Commission prepares preservation plans and administers the Historic District and Landmarks Ordinance. Town staff provides administrative and technical support to the Commission.

Program Objectives:

- S Complete the Historic Preservation Plan.
- S Attend the Preservation North Carolina annual conference in September 2010.
- S Continue beautification of median on North Main Street in the Historic District.
- S Get thru truck traffic off North Main Street.

**General Fund
PLANNING DEPARTMENT
Planning Division**

- S Plan and hold Christmas Historic Home Tour 2010.
- S Review applications for Certificates of Appropriateness (COA's).
- S Maintain Certified Local Government (CLG) status.
- S Respond to citizen inquiries.

Accomplishments:

FY 2010

- S Attended the Preservation North Carolina annual conference in New Bern in October 2009.
- S Completed initial phase of North Main Street beautification.
- S Completed the "mothballing" of the Ailey Young House.
- S Began developing historic preservation plan and holding discussions with the Historic Preservation Commission.
- S Approved fourteen applications for Certificates of Appropriateness, including five minor COAs.
- S Completed Annual report for SHPO and maintained Certified Local Government (CLG) status.
- S Responded to numerous inquiries and requests for information from realtors, potential home buyers, historic district homeowners, and the general public.

Housing and Community Revitalization Program (HCR): Cooperative effort between Wake County and the Town of Wake Forest to improve substandard housing, revitalize neighborhoods and provide affordable housing and economic opportunities to low and moderate income citizens.

Program Objectives:

- S Serve as a liaison between the citizens of Wake Forest and the staff of the Wake County HCR program.
- S Represent the interests of the citizens of Wake Forest before the HCR Advisory Committee.
- S Operate as an office to handle citizen inquiries about the HCR program, serving as the community point of contact.
- S Provide technical assistance to Wake County HCR staff in assessing the housing, infrastructure and economic needs for persons of low and moderate income in the Wake Forest community.
- S Work with the DuBois Alumni Association and Wake County HCR to rehabilitate the buildings on the DuBois Campus.
- S Promote the programs made available by the Wake County HCR Program.
- S Continue implementation of the NE Neighborhoods Area Plan.
- S Work cooperatively with the East End Neighborhood Association to address community issues and needs.

Accomplishments:

FY 2010

- S Completed construction of E. Perry Avenue extension with Wake County HCR.
- S Attended East End Community meetings to get input on issues and neighborhood improvements.
- S Applied for CDBG funding in FY 2012 for renovations to Alston-Massenburg Community Center.

Urban Forestry: Provides for the care and maintenance of Wake Forest's trees. The program is responsible for administering the Town's Tree Ordinance by overseeing the planting, removal and maintenance of trees and other vegetation located on public property and rights-of-way. The program is administered by a staff position and the Wake Forest Urban Forestry Board, established in 1978 as an advisory board to the Board of Commissioners. The program has continued to expand its mission to include citizen participation and public education through community-wide landscaping projects and informative seminars.

Program Objectives:

- S Maintain the status of Tree City USA and apply for the 32nd consecutive Tree City USA Certification.
- S Plan and Conduct the 33rd Annual Arbor Day / Tree City USA Celebration in March 2011.
- S Order tree seedlings early in the year to attain flowering selections for the tree seedling giveaway.

**General Fund
PLANNING DEPARTMENT
Planning Division**

- S Sponsor the Arbor Day Poster Contest for elementary school students.
- S Continue to inspect street trees on demand and systematically for long term maintenance and care.
- S Provide street tree inspections in new subdivisions to assure living stock is properly planted and in good growing condition for at least one year prior to taking on public responsibility for continued maintenance and care.
- S Develop a Street Tree Corridor Plan to unify street trees along the length of the street.
- S Plan for the planting replacements and new street trees with the installation of up to 400 trees on Town property and rights-of-way.
- S Develop landscape plans and begin implementation of plans for the gateway intersections along US-1 and NC 98 Bypass, and in downtown public parking areas.
- S Continue to work with NCDOT to provide plantings in the US-1 and NC 98 bypass interchange.
- S Work with private property owners to allow plantings on private property where there is insufficient planting room within the public right-of-way.
- S Work with the Town's Electric Crew to plan for tree replacements when trees are necessarily removed for the safe and efficient provision of electric services.
- S Continue to plant trees on public property and rights-of-way.
- S Apply for an Urban and Community Forestry Grant, if available.
- S Provide access to professional tree-pruning training program for Town tree-trimming crews.
- S Work to increase the health of the urban forest with educational materials to reduce improper pruning and tree disturbance. Provide public education through a newsletter, workshops and media.
- S Expand and continue the Urban Forest Maintenance Program, which includes structural and training pruning, root collar care, pest care and if necessary, removal and replacement of street trees, and other Town plantings, and utilize the Community Tree Management Plan and Tree Inventory (2004), and tree management software for tree care, maintenance, removals, replacements and new tree plantings.
- S Update the web page to provide educational information, provide a method for convenient and efficient reporting of problems, and to identify areas where street trees are located in rights-of-way and in easements on private property.
- S Initiate "Trees for Tomorrow" Planting program, a partnership between the Town of Wake Forest and the citizens to provide street trees to citizens in areas where street trees are needed and wanted. Ideally, neighbors receive information on tree planting and care, and agree to water the trees for two years to help them get established.
- S Revisit the Memorial Tree Planting program at the Wake Forest Cemetery.
- S Coordinate Street Tree Maintenance and Landscape Maintenance contracts.
- S Improve communications using the Connect CTY System to notify property owners of routine and planned maintenance activities. Consider expanding communications using the Internet, Twitter, and Facebook.

Accomplishments:

FY 2010

- S Attained Tree City USA status for the 31st consecutive year.
- S Attained the 15th Tree City USA growth award.
- S Prepared tree fact sheets with information to aid in selecting the right tree in the right location. February 2010.
- S Conducted the Annual Tree Seedling Giveaway. Distributed 2,450 tree seedlings.
- S Arbor Day – Planned and Conducted 32nd Annual Arbor Day / Tree City USA Celebrations at the Community House on March 11, 2010.
- S Conducted the Arbor Day Poster Contest for students in Wake Forest Elementary Schools. Submitted winning poster for prints on t-shirts and mugs. Submitted winning 5th grade poster for consideration in the statewide competition.
- S Advertised, reviewed, selected and presented Green Medal Awards.
- S Continued landscape maintenance of entrance ways and municipal parking lots.
- S Worked with the Town's Electric Crew to efficiently schedule dead/diseased tree removal and emergency trimming on public properties and rights-of-way.
- S

**General Fund
PLANNING DEPARTMENT
Planning Division**

- S Conducted a town-wide survey of street trees in subdivisions to identify dead trees. Replaced 60 trees in subdivisions throughout Town.
- S Continued to implement the Street Tree Maintenance Program as recommended in the Urban Forest Management Plan (2004). Over 1700 trees were pruned this year, 412 root collar excavations were completed as needed, 200 trees fertilized, and 175 trees were treated for Gloomy Scale.
- S Conducted the Arbor Day Poster Contest utilizing the National Arbor Day Theme with all K-5th Grade students invited to attend.
- S Responded to citizen calls regarding street tree conditions and performed inspections for newly planted trees in public lands and rights-of-way. Staff participated in approximately 110 scheduled activities related to urban forestry and conducted field inspections in five subdivisions, three street corridors and over 300 trees on private lots during the course of the fiscal year.
- S Conducted the street tree replacement installation.
- S Managed contracted landscape maintenance on entrance ways and municipal parking lots.
- S Prepared a nomination of the South Franklin Street project for a NCAPA Planning Award.
- S Developed and implemented planting plans for the NC 98 Bypass medians. Obtained encroachment agreement and contracted for the installation of 2.5 miles of small trees and large shrubs.
- S Worked with the Electric Department to plan for contract of tree planting at the new Substation (March 2010).
- S Completed Annual Report, Planning and Review of Urban Forestry Board Plans & Programs.
- S John Patterson, Urban Forestry Board Chairman, attended the Urban Forestry Council Conference (September 2009).
- S Developed updated web pages, fact sheets, and informational material with information on street tree maintenance responsibilities and good practices.
- S Researched & began working on Crape myrtle information for rehabilitation after improper pruning has occurred.

General Fund INSPECTIONS DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

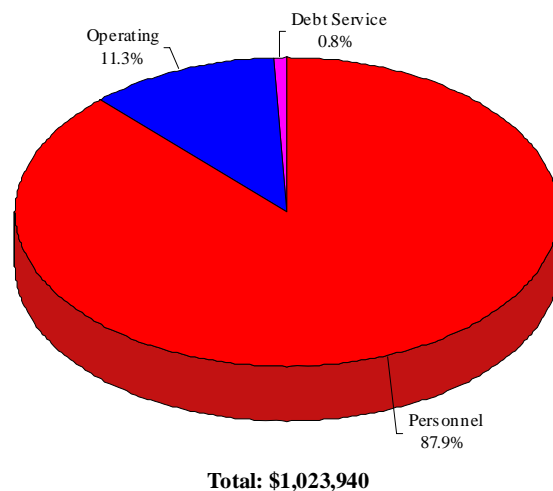
Inspections	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 933,215	\$ 894,280	\$ 643,150	\$ 807,795	\$ 897,190	\$ 900,160
Operating	86,717	132,200	44,032	69,537	124,700	115,200
Capital Outlay	-	-	25,443	25,443	-	-
Debt Service	-	8,580	4,093	8,574	8,580	8,580
Total	\$ 1,019,932	\$ 1,035,060	\$ 716,718	\$ 911,349	\$ 1,030,470	\$ 1,023,940

* Sr. CEO and CEO remain authorized but not funded in FY 2009-2010.

**Office Assistant is in Planning.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Inspections Administrator	1	1	1	1	1	
Assistant Inspections Administrator	-	-	1	1	1	
Senior Inspections Technician	-	-	1	1	1	
Inspections Technician	1	1	1	1	1	
Office Assistant**	2	1	-	-	-	
Field Inspections Supervisor	1	1	-	-	-	
Sr. Code Enforcement Officer*	5	6	6	6	6	
Minimum Housing Inspector	1	1	-	-	-	
Senior Fire Inspector	1	1	-	-	-	
Code Enforcement Officer*	3	3	4	4	4	
Total	15	15	14	14	14	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



**General Fund
PLANNING DEPARTMENT
Inspection Division**

Staff provides building inspections and code enforcement.

PROGRAM DESCRIPTIONS:

Inspections: The staff protects the health, safety and general welfare of the citizens of Wake Forest through the enforcement of the NC Building Code, Volumes I through X. As of January 1, 2009, North Carolina will adopt the 2006 edition of the International Building Code with North Carolina Amendments, Volumes I through X, as required by G.S. 160A-411, this will become 2009 North Carolina Building Code. The staff also enforces the minimum housing code and other regulatory codes adopted by the Town of Wake Forest.

Program Objectives:

- B Improve the level of service currently provided by the division, including but not limited to timely plan review and inspections.
- B Continue to update division policy manual.
- B Provide approximately 8,000 inspections and review approximately 800 sets of plans.
- B Continue to educate personnel, contractors and designers on the International Building Code through seminars and workshops.
- B Increase employee computer proficiency through education.
- B Continue to provide a personalized service to the citizens of Wake Forest.
- B Continue to provide up-to-date code information to area contractors.
- B Develop and implement property maintenance code.
- B Continue the condemnation and demolition program for dilapidated structures in conjunction with planning division.

Accomplishments:

FY 2010

- B Inspectors attained 5 standard certificates and 6 probationary certificates in various trades. Three of nine inspectors have Level III certificates in building, electrical, plumbing, mechanical, and fire trades, and three others hold Level III certificates in all trades except fire.
- B Inspectors have attended 84 seminars, conferences and schools.
- B Staff served on the DOI Exam Review Committee and as President for the NC Permitting Personnel Association.
- B Performed 7,000 inspections and reviewed 700 sets of plans.
- B Issued 2,600 permits.
- B Office staff received 12,000 telephone calls.
- B Served on Hazard Mitigation Plan Review Committee.
- B Attended various lunch and learn classes held each month by local architects and engineers.
- B The Department has worked diligently in the set up and implication of our new permitting software. We continue to upgrade and adjust our day to day functions in order to better make use of our software as well as make our process more efficient.

Fire Prevention: As required by G.S. 160A-411, the staff protects the health, safety and general welfare of the citizens of Wake Forest through the enforcement of the Fire Prevention Code within the Town limits and the extraterritorial jurisdiction (ETJ).

Program Objectives:

- B Provide annual inspections for hazardous, institutional, high-rise, assembly, and limited residential occupancies.
- B Provide inspections once every two years for industrial and educational occupancies (except public schools).
- B Provide inspections once every three years for business, mercantile, storage, church, and synagogue occupancies.
- B Provide approximately 700 inspections, 300 new construction fire inspections, and review 200 sets of plans.

**General Fund
PLANNING DEPARTMENT
Inspection Division**

- B Provide plan review and inspections on all new construction (except for one and two family dwellings) for life safety, sprinkler systems, and alarm systems.
- B Provide inspections for special events.
- B Provide plan review on new water lines for fire fighting capabilities.
- B Expand customer relations to provide better communications and information about codes.

Accomplishments:

FY 2010

- B Performed 900 periodic fire inspections, 300 new construction fire inspections and reviewed 200 sets of plans.
- B Attended monthly meetings of Greater Wake County Building and Fire Officials Association.
- B Continue to update data base for Fire Inspections.
- B Conducted 85 on-site consultations with contractors and business owners.
- B Attended North Carolina Fire Prevention School.
- B Upgrading and adding custom features in Fire House Software System to better suit fire inspections program. The 2009 code updates were also added.
- B Served on Hazard Mitigation Plan Review Committee.
- B Fire House Data Transfer Guidelines were established to assist the Wake Forest Fire Department with the Fire House Data Base Management.

General Fund PUBLIC SAFETY DEPARTMENT

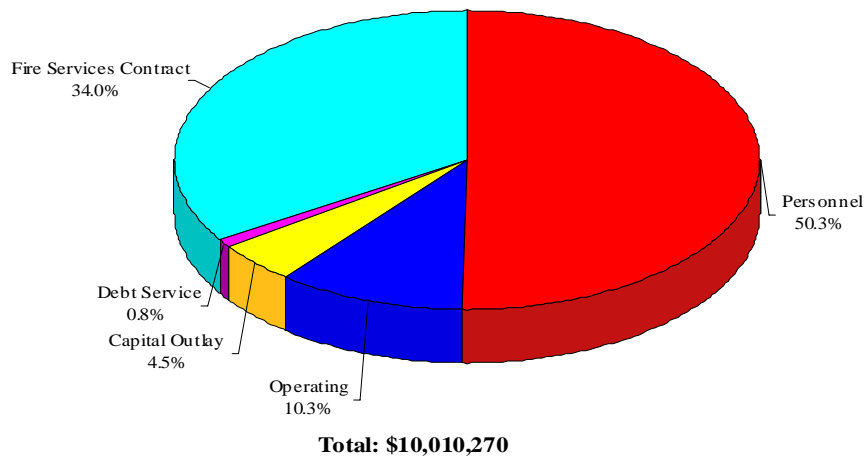
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Safety	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 4,596,964	\$ 4,783,230	\$ 3,665,469	\$ 4,569,922	\$ 5,036,425	\$ 5,037,355
Operating	774,076	1,036,270	554,261	932,338	1,094,545	1,035,295
Fire Services Contract	3,344,473	3,341,285	2,678,339	3,563,659	3,385,930	3,404,075
Capital Outlay	716,565	470,200	219,780	470,000	536,000	453,300
Debt Service	37,090	80,240	61,896	80,238	80,245	80,245
Total	\$ 9,469,167	\$ 9,711,225	\$ 7,179,745	\$ 9,616,157	\$ 10,133,145	\$ 10,010,270

*Internal reclassifications.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Police Chief	1	1	1	1	1	
Deputy Police Chief	1	1	1	1	-	
Major	-	-	-	-	-	
Captain*	-	1	2	2	3	
Lieutenant*	6	6	7	7	7	
Sergeant	7	7	7	7	7	
Police Officer*	38	38	36	38	37	
Police Records Assistant	-	-	1	1	1	
Office Assistant	3	3	2	2	2	
Telecommunications Supervisor	1	1	1	1	1	
Telecommunicator	5	6	6	8	7	
Parking Enforcement Officer	1	1	1	1	1	
Total	63	65	65	69	67	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund PUBLIC SAFETY DEPARTMENT

The protection of life and property, traffic control, criminal investigation and enforcement of local and state statutes are provided by Public Safety staff. Fire services are provided through a contract with the Wake Forest Fire Department.

PROGRAM DESCRIPTIONS:

Administration: Consists of the Chief, two (2) Captains and two (2) Office Assistants. The administration division is responsible for the oversight of all functions of the department. This includes coordination of the Patrol Division the Investigative Division, the Support Division, the Impact Division, the Communications Division and the reserve Division. The Office Assistants maintain all department records and process all crime reports for submission to the proper local, state and federal agencies.

Program Objectives:

- Provide the state mandated 24 hrs of training.
- Provide in service training to all sworn employees for career advancement.
- Attend annual, state and national organizations in service training and educational conferences.
- Coordinate for the day to day needs of the department so it will run efficiently.
- Build good working relationships with other departments in the town.
- Build good working relationships with public as well as the business community.

Accomplishments:

FY 2010

- Restructured the department. To do this some divisions were combined and some new ones were formed.
- Created a new Captains position.
- Conducted promotional process where 1 Captain, 1 Lieutenant, and 2 Sergeants were promoted.
- Began transition to different style of leadership with Chief Harrington's retirement after 16 years.
- Implemented new CAD/RMS system for the entire department.
- Working towards e-citation for the department before the end of the year.
- Plan to be fully staffed in positions we are allotted.
- Developed a plan towards building great relationships within the community.

Communications: The Communications Division is allotted seven (7) full time telecommunicators who receive and dispatch calls to police, fire and emergency medical personnel. They also assist other town departments after regular business hours as well as on a 24 hour per day basis during emergency situations. The Communications Center is equipped to receive radio traffic from most LE agencies in the County and is also equipped with a DCI terminal which is connected directly to most LE agencies in the United States. They are responsible for the entries, inquires and validations of all records entered into the DCI/NCIC computer network. The telecommunicators are also responsible for entering data into the department computers and must enter thousands of calls per year in addition to answering thousands of telephone inquiries which may require no officer's response or any action taken.

Program Objectives:

- Provide training opportunities for dispatchers to attend training classes.
- Provide training to all new police officers.
- Provide continued training to all officers on the proper way to dispatch and learning the new system.
- Have new CAD/RMS system up and running by end of 2010 FY and have everyone trained.

Accomplishments:

FY 2010

- Provided training to all new officers in the proper use of the radio system
- Have begun training officers on the use of the new CAD system
- Have upgraded some on the equipment in the dispatch center
- Have attended classes to make them more proficient

General Fund PUBLIC SAFETY DEPARTMENT

Investigations: Consists of eight (8) officers and one (1) Administrative Assistant. Includes one (1) Detective Lieutenant, one (1) Detective Sergeant and six (6) Criminal Investigators and one (1) Administrative Assistant. The Investigation Division works on all felony cases, serious misdemeanors, and other cases. This division is responsible for covert investigations and working cooperatively with other agencies. They are assigned to work task force type cases with other local, state, and federal agencies and actively pursue the prosecution of all criminal matters through the courts.

Program Objectives

- Attend different state conferences and various schools to further enhance the Det. Division.
- Work with other agencies to solve cases.
- Increase clearance rate on property crimes and continue to solve most all personal injury crimes.
- Utilize our crime scene agents to gather more evidence at crime scenes.

Accomplishments:

FY 2010

- Attended conferences and training schools to enhance the investigations division
- Conducted several undercover campaigns to reduce the amount of vehicle break-ins we were having.
- Trained an additional investigator in the use of the CVSA.
- Restructured the investigations division.
- Started working on a federal task force with ICE.
- Continued to use CVSA on police applicants.
- Continued to use CVSA on suspects and victims of crimes.

Patrol: The patrol division currently has 28 positions ranging in rank from patrol officer to patrol lieutenant. The primary responsibility of the patrol division is to provide for the safety and welfare of the community, responding to calls as requested, deter criminal activity, enforce traffic laws, and investigate traffic accidents and for the service of criminal processes through this agency. When requested, they conduct follow up investigations on criminal complaints and are assigned special investigative duties with other agencies and within this organization on occasion.

Program Objectives:

- Receive more in-service training of various topics.
- Rotate out all high mileage vehicles for safety purposes.
- Continue to give talks at school and other requested locations.
- Be more visible in neighborhoods.

Accomplishments:

FY 2010

- Completed all mandatory in service training.
- Completed extra training above the state mandated training to make officers more proficient.
- Replaced high mileage vehicles for safety and efficiency.
- Implemented new RMS system and trained all the patrol officers.
- Standardized the way all the shifts work.
- Working towards utilizing e-citation in all patrol vehicles.
- Restructured the patrol zones before starting the new RMS system.

General Fund PUBLIC SAFETY DEPARTMENT

Reserves: The Reserve division of the Wake Forest Police Department includes a small number of part time sworn law enforcement officers who assist with special events. The Reserve Officers must maintain the same training required by the state to keep their law enforcement certification.

Program Objectives:

- Provide for additional training in areas relating to the specific tasks performed.

Accomplishments:

FY 2010

- Continued to use reserve officers to assist with special events.
- Continued additional training efforts.
- Completed mandatory training

Traffic Enforcement Unit: The Traffic Enforcement function has been combined into the impact Unit

Program Objectives:

- Enforce all traffic laws.
- Investigate all serious and fatal vehicle accidents.
- Conduct public safety presentations.
- Reduce overall traffic accidents through vigorous traffic enforcement.

Impact Division: The division is newly created this year to combine some of our resources into a specialized unit. They consist of one (1) Lieutenant, two (2) Sergeants and six (6) Officers. We combined the functions of the traffic unit, narcotics detectives and Ace team into one unit. Without adding additional officers we were able to combine these functions into one division to cover these functions over a seven day period and provide extra coverage for patrol during peak times if needed. This unit has specialized skills to make it an effective team in higher stress, higher liability areas, and higher crime areas. If we have a problem area this is the division we send in to assist. They are a flexible unit designed to handle a variety of difficult situations.

Program Objectives:

- Handle narcotics cases.
- Handle surveillance issues for the department
- Handle traffic complaints.
- Deal with higher crime areas.
- Handle special projects and situations for the department.

Accomplishments:

FY 2010

- Made several narcotics arrests.
- Worked closely with other agencies on cases.
- Worked traffic accidents.
- Set up check points to deter traffic violations.
- Worked on several special projects.
- Deterred crime in higher crime areas.
- Made cases off of undercover campaigns.
- Supplemented for patrol when needed.
- Assisted Investigations on cases as needed.

General Fund PUBLIC SAFETY DEPARTMENT

Support Division: This is also a new division created to make things more efficient. This division consists of the Training officer, Dare officer, SRO officer, and the two (2) Crime scene Agents and the Parking enforcement officer. This unit has a lot of individual responsibilities that each is responsible for but they also combine efforts on some special projects. This unit takes on a lot of the technical responsibilities dealing with asset management for the department, inventory issues, evidence collection and storage as well as issuing out all the departments equipment.

Program Objectives:

- Administer and oversee Departmental Training program
- Teaching Dare
- Working in the high schools
- Inventory the department's equipment and assets
- Administer and secure evidence collection
- Assist the Town's IT department and Police Administration with special projects.

Accomplishments

FY 2010

- Completed all mandatory training plus additional training for the department.
- Taught the DARE curriculum in three schools.
- Had an SRO full time at the main public high school.
- Completed a full inventory of the evidence room and converted it over to the new RMS system using a new bar-coding system.
- Working with CCBI to train patrol officers to process more crime scenes.
- Worked many projects with the IT department.
- Making all the towns new ID cards for the new town hall.
- Assisted the Police Administration on many special projects.

General Fund PARKS RECREATION DEPARTMENT

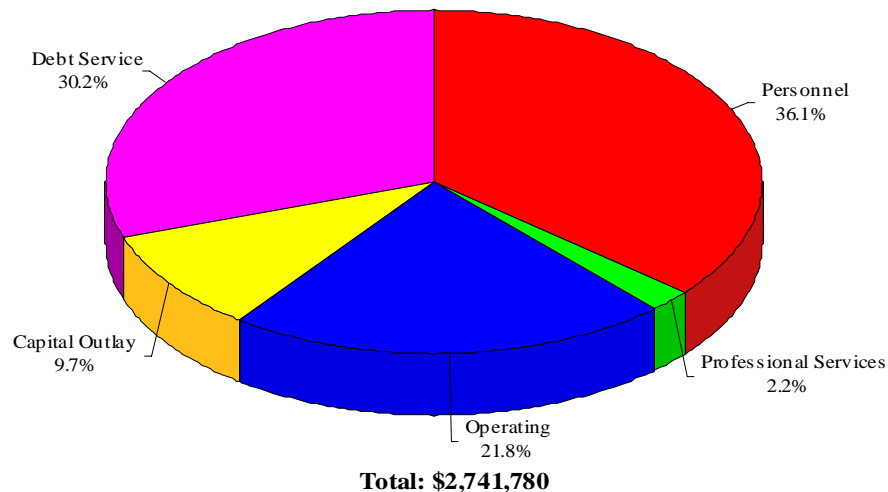
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Parks and Recreation	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 814,232	\$ 955,455	\$ 667,439	\$ 920,220	\$ 984,110	\$ 990,600
Professional Services	56,506	82,500	10,864	10,900	60,000	60,000
Operating	519,782	607,720	389,546	583,430	609,455	596,455
Capital Outlay	116,332	26,500	26,513	26,600	458,000	265,500
Debt Service	592,485	576,005	335,035	576,002	829,225	829,225
Tsfer to Parks Cap Projects Fund						
Total	\$ 2,099,337	\$ 2,248,180	\$ 1,429,397	\$ 2,117,152	\$ 2,940,790	\$ 2,741,780

* NOTE: Two program coordinators (Urban Forestry and Cultural Arts) were delayed during fiscal year 2008-2009 and 2009-2010. They remained authorized, but unfunded for FY 2010-2011.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Parks & Recreation Director	1	1	1	1	1	
Program Coordinator *	2	4	4	4	4	
Office Assistant	1	1	1	1	1	
Facility Maintenance Supervisor	1	1	1	1	1	
Facility Maintenance Specialist	6	6	8	8	8	
Total	11	13	15	15	15	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund PARKS & RECREATION DEPARTMENT

Staff provides for a system of Town parks and open space areas, along with the development of a variety of leisure activities for all ages and interest levels. Support is also provided to the Recreation Advisory Board and the Greenway Advisory Board. Facilities include one (1) swimming pool, three (3) community buildings and various school facilities as well as twelve (12) parks.

PROGRAM DESCRIPTIONS:

Administration: The Parks and Recreation Director oversees the operation of the Parks and Recreation Department. The Recreation Program Coordinators are responsible for program development, athletics and the swimming pool. Other program responsibilities include budget preparation and monitoring, preparation of the Capital Improvements Plan, preparation of grant applications, purchasing, work planning, and supervision of all employees. The Director also serves as staff support for the Recreation Advisory Board, Wake Forest Cultural Arts, and Youth Advisory Board

Program Objectives:

- Develop a comprehensive plan for providing leisure activities to all citizens.
- Increase revenues through the Recreation Revolving Account.
- Monitor fee structure.
- Supervisor Full-time and Part-time staff.
- Recommend new facilities as needed.
- Utilize training opportunities to enhance program and professional development.
- Oversee land acquisition and facility development.
- Assist in Facility Fee administration.
- Prepare state and federal grant applications.
- Recommend new staff as needed.

Accomplishments:

FY2010:

- 176 hours of staff training
- Completion of E. Carroll Joyner Park Phase I.
- Participation in Citizen Board Member Forum with Tom Hodges serving as Chair.
- Master Plan/Preliminary Design for renovations at Alston-Massenburg Center.
- YAB sponsored Concert in the Park.
- Dunn Creek Greenway project underway with \$450,000 in ARRA Funds.
- Heritage High School Park opened
- Special Needs equipment added to Kiwanis Park.

Aquatics: The department operates one (1) swimming pool for public use during the summer months. Activities offered include recreational swimming, lap swimming, lessons, water aerobics and group parties. The pool is located at Holding Park.

Program Objectives:

- Open Memorial Day weekend, operate daily through mid-August.
- Provide open swim, lap swim, parent-toddler swim time.
- Provide lessons to 450 participants.
- Recruit/ maintain quality staff to provide appropriate supervision of patrons and facility.
- Continue minor facility improvements (landscaping, equipment upgrades)

Accomplishments:

FY2010:

- Swim lessons taught to 456.
- Continued in-service staff training.
- Passed all inspections by Wake County Environmental Services staff.
- Connection of discharge to sanitary sewer completed.

General Fund PARKS & RECREATION DEPARTMENT

Baseball/Softball: The department provides youth baseball and softball programs for boys and girls ages 6 - 17, along with softball leagues for adults. Youth seasons run from April to October, with adults playing in the Spring, Summer and Fall.

Program Objectives:

- Recommend purchases of equipment, materials and uniforms.
- Maintain relationship with School system for facility usage.
- Begin to program the Heritage High School park athletic fields.
- Recover 100% of direct costs for adult athletics, 60 % of direct costs for youth athletics.
- Continue background checks and NYSCA training for volunteer coaches.

Accomplishments:

FY2010:

- Increased participation in adult softball leagues, spring and fall baseball/softball.
- Completed work at Flaherty press box.
- Successfully coordinated league schedules with surrounding communities to offer expanded leagues for older youth.
- Continued "Dream League" baseball program for special needs children ages 5-15.
- Total participation 2009: 1806 (1202 Spring/Summer, 604 Fall).

Basketball: The department provides leagues for both adults and youth. The adult leagues consist of an open men's league playing from January to March. The youth league consists of teams in seven (7) different age groupings for boys and girls, ages seven (7) to sixteen (16). They play on Saturdays from January to March. No adult league in 2005-06 due to lack of sufficient registration.

Program Objectives:

- Recommend purchases of equipment, materials, and uniforms.
- Recover 100 % of direct costs for adult athletics, 60% of direct cost of youth athletics.
- Maintain relationship with School system for facility usage.
- Continue background checks and NYSCA training for volunteer coaches.

Accomplishments:

FY2010:

- Altered league format for 5/6 year old league (every other week practice, Saturday practice/game format.
- Continued Coach Training clinic for youth league coaches.
- Successfully coordinated league schedules with surrounding communities to offer expanded leagues where applicable.
- Total participation: 736.

Cultural Arts/Events: The department will work in cooperation with the United Arts of Wake County and Raleigh and the local arts group in Wake Forest to offer a balanced cultural arts program. The contribution to United Arts again this year is reflected in this program.

Program Objectives:

- Offer additional programs in the arts.
- Continue relationships with United Arts of Raleigh and Wake County.
- Continue to serve and strengthen relationship as liaison to Wake Forest Cultural Arts Association.
- Expand offerings at E. Carroll Joyner park amphitheatre and performance garden.

General Fund PARKS & RECREATION DEPARTMENT

Accomplishments:

FY2010:

- Offered twelve cultural arts programs through the Community Arts Reach programs.
- Continued work as liaison to the Wake Forest Cultural Arts Association.
- Worked with Herb Festival and Autumn Arts Festival for puppet shows.
- Assisted WFCAA with the move to E. Carroll Joyner Park for Six Sundays in Spring Concert series.

Park Maintenance: The department provides maintenance for twelve (12) parks, one (1) swimming pool and various school facilities. Duties include ballfield maintenance, landscaping, litter control, playground inspections, equipment repairs, mowing and building maintenance. Work is performed by seven (7) full-time employees and some seasonal employees.

Program Objectives:

- Develop work routines for maximum use of man hours.
- Provide weekly inspections of parks and playgrounds with documentation.
- Recommend purchases of equipment and materials.
- Supervise seasonal employees.
- Utilize training opportunities to enhance productivity.
- Maintenance and upkeep of new greenway trails.
- Beautification of all parks.

Accomplishments:

FY2010:

- Replaced wooden playground barriers with plastic barriers @ Ailey Young Park.
- Re-mulched all the existing playgrounds.
- Installed new entrance gate at Heritage High School Park.
- Repainted Flaherty Park bathrooms.
- Moved from Operations Center to new location at E. Carroll Joyner Park.
- Custom built new conference table and work stations for new Maintenance office.
- Custom built balance beam and new storage cabinet.
- Over-seeding of the large dog park and the soccer fields.
- Re-planted the grass at Taylor Street Park.
- Added responsibilities of two locations: Joyner Park and Heritage High School Park.

Special Programs: The department offers a variety of programs for youth and adults. Many of the activities take place at the Flaherty Park Community Center and the Wake Forest Community House and at various school locations. All classes offered will be self-supporting.

Program Objectives:

- Offer a wide variety of programs and classes, including ballroom dance, yoga etc.
- Increase program revenue through recreational programming, and community fund raising.
- Increase program participation by 5%.
- Increase marketing opportunities through community advertisements, i.e. channel 10, website, press, & brochures.
- Increase programming for preschool, youth, and adults by 10%.
- Increase program opportunities to senior citizens by 2%.
- Increase and develop community relationships among area businesses for departmental fund raising.
- Continue to develop promotional marketing tools to increase program development.
- Continue to increase participant evaluation feedback by sending evaluations to 100% of participants.
- Increase summer camp opportunities by 2%.
- Establish new inclusion policies and procedures for participants with special needs.

General Fund PARKS & RECREATION DEPARTMENT

Accomplishments:

FY2010:

- Added 49 new programs (preschool, youth, adults, and senior citizens).
- Increased programs by 19.5%.
- Increased program revenue by 2%.
- Increased summer camp opportunities by 2%.
- Expanded RecConnect program brochure.
- 98% satisfactory rating for educational and summer camp program on evaluations (return rate 31%).
- Added "Open House" event to showcase instructors and program offerings.

Special Events: The department provides a variety of special events for all ages and interest levels. Some activities are co-sponsored with various agencies and organizations.

Program Objectives:

- Sponsor Calls from Santa program for children ages three (3) - nine (9), and offer on-line registration.
- Sponsor community Easter Egg Hunts for area youngster (possibly co-sponsor with civic group).
- Offer Concert in the Park in conjunction with outside agencies.
- Assist with Local and State Senior Games Competition.
- Co-sponsor nine dances at Northern Wake Senior Center.
- Continue to increase one day programming workshops for youth and adults.
- Continue to sponsor Halloween Spooktacular event for Wake Forest residents.
- Assist in coordinating an Art Show with "The Sunflower Studio" for participants within our adult Art Programs.
- Continue to offer the Wake Forest Superball Golf tournament with the Wake Forest Kiwanis Club.

Accomplishments:

FY2010:

- Continue to increase one day workshops for youth and adults (36).
- Assisted in coordination of student Art Show at Sunflower Studio.
- Continued Halloween Spooktacular for ages 12 and under with 588 participants.
- Sponsored Calls for Santa with 493 phone calls.
- Provide the Superball Golf tournament for 52 participants and rose over \$2000.
- Assisted with local and State Senior Games Competition.
- Sponsored Easter Egg Hunts for over 1400 children.
- Co-sponsored nine dances at the Senior Center.

Volleyball: The department will continue to offer open play in the spring and fall at the Flaherty Park Community Center.

Program Objectives:

- Continue open play at the Flaherty Park Community Center.

Accomplishments:

FY2010:

- Offered open play for the community at Flaherty Park every Sunday afternoon.

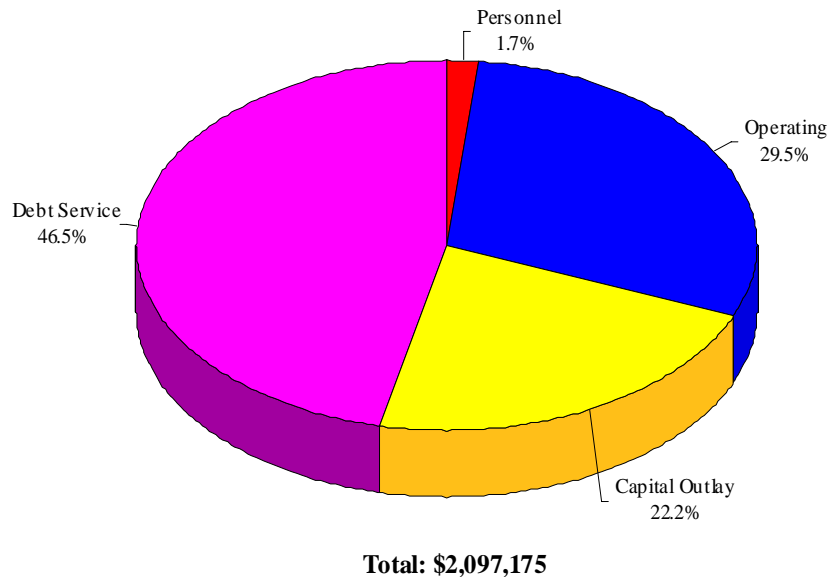
General Fund PUBLIC BUILDINGS DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Buildings	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,405
Professional Services	31,070	-	6,040	7,003	85,000	-
Operating	549,680	613,750	439,968	562,004	624,600	619,600
Capital Outlay	29,889	167,900	249,936	263,000	70,800	15,800
Debt Service	664,571	1,004,390	1,004,380	1,004,381	975,370	975,370
Transfer to New Town Hall Project	800,000	1,468,500	1,468,500	1,968,500	500,000	450,000
Total	\$ 2,075,210	\$ 3,254,540	\$ 3,168,824	\$ 3,804,888	\$ 2,255,770	\$ 2,097,175

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Facilities Manager	-	-	-	-	1	
Total	-	-	-	-	1	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



**General Fund
PARKS & RECREATION DEPARTMENT
Public Buildings Division**

Staff provides maintenance and housekeeping of municipal buildings including: Town Hall, Community House, Police Station, Public Works Operations Center, Alston-Massenburg Center, Planning and other buildings.

PROGRAM DESCRIPTION:

Building Maintenance: The Town maintains ten (10) public buildings. The services provided are custodial, utilities, interior and exterior repairs and maintenance, and general inspections of premises. This department also pays for the cost of property and casualty insurance.

Program Objectives:

- Reduce present energy consumption level by 5%.
- Implement additional Energy Audit recommendations.
- Respond to all (100%) of work orders within 24 hours.
- Maintain Town buildings at current ADA standards.
- Reduce the number of safety (OSHA) violations as identified by the Safety Director.
- Review cleaning service for all Town buildings and limit public complaints to less than five.
- Continue contracting with landscaping service for the Town Buildings with continued beautification.
- Hire a Facilities Manager to administer the Town’s public buildings.

Accomplishments:

FY2010:

- Contracted with new cleaning company and dropped complaints by 95%.
- Completed construction of the new Town Hall. Move in date end of April, early May.
- Renovations on Wake Forest Community House kitchen.
- Completion of the Phase I expansion at the Northern Wake Senior Center.
- Re-roof and paint the existing Planning Building.
- Responded to 100% of work orders by the next business day.

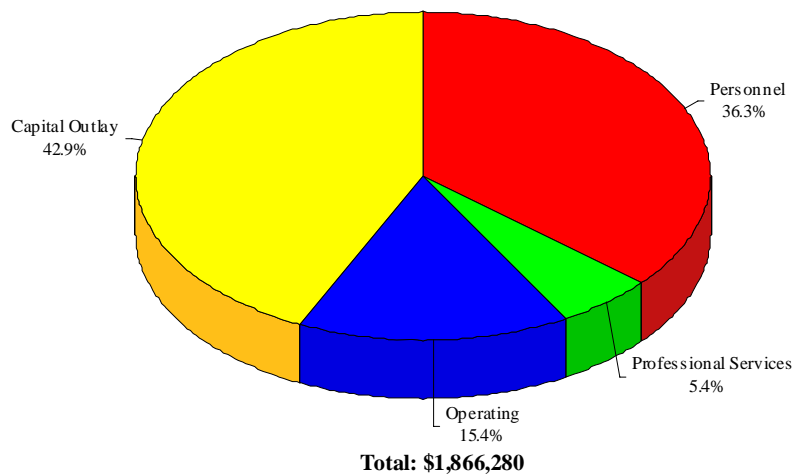
General Fund ENGINEERING DEPARTMENT

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Engineering	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 624,997	\$ 647,855	\$ 479,144	\$ 641,050	\$ 658,940	\$ 677,980
Professional Services	120,114	94,000	73,735	91,000	146,000	100,000
Operating	79,523	61,200	24,773	47,113	57,705	53,300
WF Bus Service - contract	107,744	263,990	119,777	163,000	225,000	225,000
Contributions	10,000	10,000	10,000	10,000	10,000	10,000
Capital Outlay	99,111	510,500	262,936	312,700	884,000	800,000
Debt Service	-	-	-	-	-	-
Total	\$ 1,041,489	\$ 1,587,545	\$ 970,364	\$ 1,264,863	\$ 1,981,645	\$ 1,866,280

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Director of Engineering	1	1	1	1	1	
Assistant Town Engineer	2	2	2	2	2	
Construction Inspector	4	4	4	4	4	
Total	7	7	7	7	7	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund ENGINEERING DEPARTMENT

Engineering Staff is responsible for the plan review, design work and construction inspection.

PROGRAM DESCRIPTIONS:

Design and Plan Review: The Director of Engineering and Assistant Town Engineers provide engineering design for small civil projects such as water and sewer line extensions and road widening projects. The engineer uses in-house Computer Aided Drafting & Design (CADD) equipment for design and uses word processing for producing specifications. Contract administration and inspection services are also provided in-house. The Engineering Staff reviews proposed subdivisions and planned developments, liaises with the Deputy Town Manager, the construction inspectors, planning staff, developers, developers' engineers and contractors. Upon completion of the review process the Director and Assistants approve plans and assists the construction inspector with answering field questions during construction. Additionally, the Engineering Staff will finalize and manage the Town's Erosion and Sedimentation Control Program. The Director is also responsible for keeping infrastructure plans up to date by updating base maps upon completion of developments.

Program Objectives:

- B Review and approve subdivision construction plans commercial site plans.
- B Make construction-site visits a month to assess an engineering concern and provide a prompt solution.
- B Manage the Town's Erosion and Sedimentation Control Program
- B Manage the Town's Phase II storm water program.
- B Develop and maintain reporting system for Stormwater BMP's.
- B Respond to citizen complaints on the day received and provide solutions within three working days.
Attend monthly meetings representing the Town at the NC Air Quality Coalition, Technical Coordination Committee (TCC) of the Capital Area Metropolitan Planning Organization (MPO), the Clean Water Educational Partnership, TJCOG Water Advisory Board and the associated committee meetings and the Institute of Government Stormwater Implementation Group meetings.
- B Provide in-house design services and contract services for small civil engineering projects as they arise.

Accomplishments:

FY2010:

- Administered 4 major roadway projects
- Administered 2 stream restoration projects
- Working with planning department on several sidewalk projects
- Received grant and assisted in plan preparation for a Constructive Wetland
- Reviewed and approved 3 Master Plans
- Reviewed and approved 3 Residential Subdivision Plans
- Reviewed and approved 10 Commercial Site Plans
- Reviewed and approved 2 traffic studies
- Reviewed and approved 26 Erosion Control Plans consisting of over 85 acres
- Perform and administer 2 In-house engineering design projects
- Held one Erosion Control Workshops for area contractors
- Completed and reported on the fourth year of the NPDES Phase II program
- Administered the an additional phase (Approx. 85%) of the Storm Sewer Inventory Project
- Made over 1400 field visits to address engineering concerns such as drainage, parking or traffic control.
- Attended (2) Statewide local Erosion Control Program workshops, six (6) Clean Water Educational Partnership meetings and six associated subcommittee meetings, six (6) NC WRA meetings, four (4) Water Advisory Board meetings, and two (2) Storm water Implementation meetings

General Fund ENGINEERING DEPARTMENT

Construction Inspection: The construction inspectors are responsible for monitoring and approving all engineering construction which is carried on in the new developments (subdivisions, apartment complexes and commercial sites) throughout the Town. The construction inspector will ensure that all new developments meet or exceeds the Town standards, will provide inspections within 24 hours of the request and assist in increasing the overall quality of construction in Wake Forest's jurisdiction. The inspectors also help to update data bases, verify quantities and approve recorded drawings. Record files are maintained by the construction inspectors.

Program Objectives:

- Complete approximately 500 inspections per inspector per month.

Accomplishments:

FY2010:

- B Inspect 3,274 linear feet of roadway.
- B Inspect 1,637 linear feet of storm drainage
- B Inspect 624 commercial/resident sites for compliance. (co, s/w, d/w)
- B Observe and check 369 Soil and Erosion control measures for different projects (residential and commercial).
- B Full time inspection and monitoring for the Dunn Creek Greenway Project.

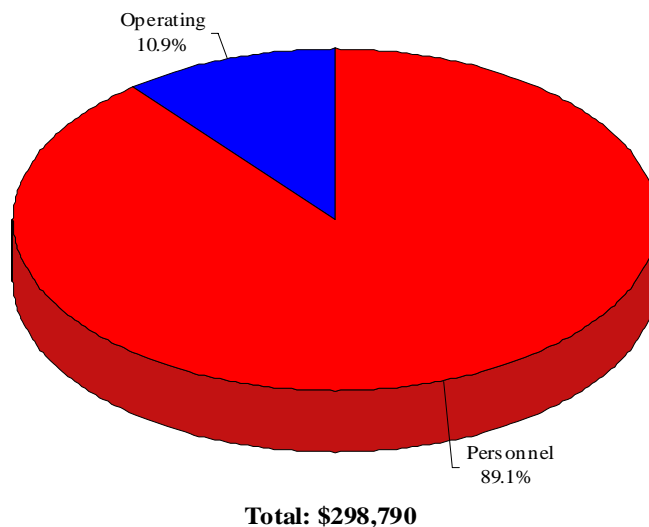
General Fund PUBLIC WORKS ADMINISTRATION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Public Works Administration	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 219,188	\$ 249,900	\$ 186,778	\$ 248,835	\$ 257,360	\$ 266,340
Operating	34,888	29,400	8,842	22,454	32,450	32,450
Capital Outlay	10,302	-	-	-	-	-
Total	\$ 264,379	\$ 279,300	\$ 195,620	\$ 271,289	\$ 289,810	\$ 298,790

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Public Works Director	1	1	1	1	1	
Assistant Public Works Director	1	1	1	1	1	
Office Assistant	1	1	1	1	1	
Total	3	3	3	3	3	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



General Fund
PUBLIC WORKS DEPARTMENT
Public Works Administration Division

Public Works Administration is a division of the Public Works Department. Staff consists of Public Works Director, Assistant Public Works Director and Office Assistant II, which are responsible for the day to day operation of Public Works.

PROGRAM DESCRIPTIONS:

Administration: The Director of Public Works manages all divisions in the Public Works Department and oversees the solid waste and recycling contractors and oversees the sale of and maintains records of Cemetery Plots. The Assistant Public Works Director oversees the operation of the field crews and assures that proper materials and equipment are ordered for the crews.

Program Objectives:

- Manage all divisions of Public Works.
- Supervise load management program.
- Provide Supervision for Electric Distribution, Sanitation, Fleet Maintenance and Street programs.
- Review at least two (2) sets of development plans to establish electrical needs.
- Establish electrical needs for at least eight (8) small projects and institute the purchase of necessary supplies and equipment.
- Serve as liaison with two outside power companies on street lighting design on at least two (2) subdivisions not served by the Town's electric system.

Accomplishments:

FY2010:

- Supervised load management program with the assistance of the Electric System Meter Department.
- Established priorities and work schedules for the installation of switches on new and existing residential and commercial accounts. Issued load management rebates to the appropriate parties.
- Reviewed one (1) set of residential development plans for electrical needs.
- Established electrical designs for 9 small projects and instituted purchase of needed supplies.
- Reviewed two (2) commercial projects and established electrical equipment/design drawings.
- Consulted with two (2) outside power agencies for street lighting design in one (1) subdivision not served by the Town.
- Transferred history of cemetery plots into Pontem Software program from Lotus. There are 4,042 residents of the Wake Forest Cemetery.

General Fund PUBLIC WORKS FLEET MAINTENANCE DIVISION

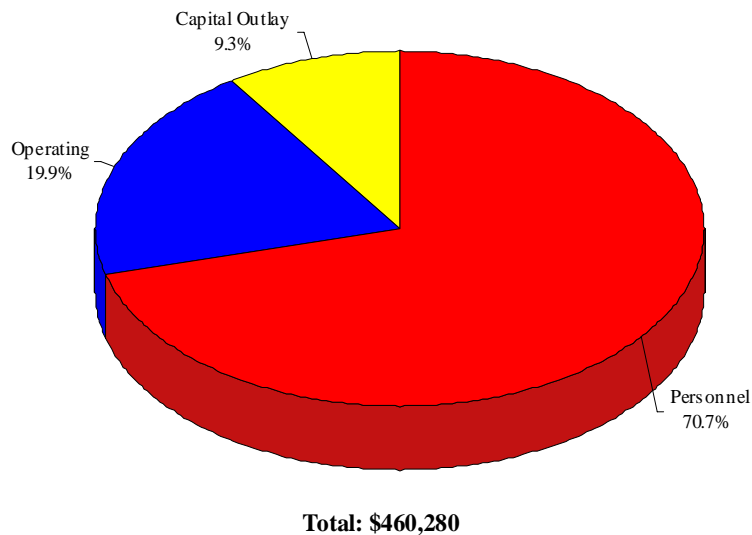
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Fleet Maintenance	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 202,740	\$ 293,630	\$ 205,859	\$ 291,353	\$ 320,210	\$ 325,580
Operating	84,881	86,350	59,370	85,380	93,200	91,700
Capital Outlay	63,875	68,000	38,902	94,950	94,950	43,000
Debt Service	5,730	-	-	-	-	-
Total	\$ 357,225	\$ 447,980	\$ 304,131	\$ 471,683	\$ 508,360	\$ 460,280

* NOTE: The position added in FY 2008-2009 was delayed and was filled in FY 2009-2010.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Equipment Services Supervisor	1	1	1	1	1	
Equipment Mechanic II *	1	2	2	2	2	
Equipment Mechanic I	2	2	2	2	2	
Total	4	5	5	5	5	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



**General Fund
PUBLIC WORKS DEPARTMENT
Fleet Maintenance Division**

Fleet Maintenance is a division of the Public Works Department. Staff is responsible for the maintenance, repair and basic servicing of all the Town's vehicles.

PROGRAM DESCRIPTION:

Fleet Maintenance & Repair: Fleet Maintenance is responsible for the maintenance, repair and general servicing of all Town vehicles. The duties include: checking lights, exhaust systems, brakes, springs, steering, shock absorbers, mirrors, tires, etc.; performing routine service such as changing oil, greasing joints, and replacing tires, belts, hoses and fluids as necessary; and repairing damaged, broken or unsafe equipment. Staff has started body repair (minor), painting vehicles and doing more major repair work.

Program Objectives:

- Ensure that the Town's fleet of vehicles is maintained in a safe working condition.
- Return vehicles to service within established deadlines.
- Return vehicles within 24 hours when brought in for routine servicing.
- Provide a minimum of 700 service operations in the coming fiscal year.
- Provide a minimum of 500 minor service operations.
- Decrease number of in-house major repairs by 5%.

Accomplishments:

FY2010:

- Performed 1,002 preventive maintenance service orders.
- Performed 710 minor repair service orders to vehicles and equipment.
- Performed 41 major repair service orders to vehicles and equipment (decrease of 10.5%).
- Performed 0 maintenance service orders and repairs to Town of Rolesville vehicles and equipment.
- Acquired Vehicle Maintenance Software.
- Hired additional Mechanic approved in FY 2009-2010 Budget.

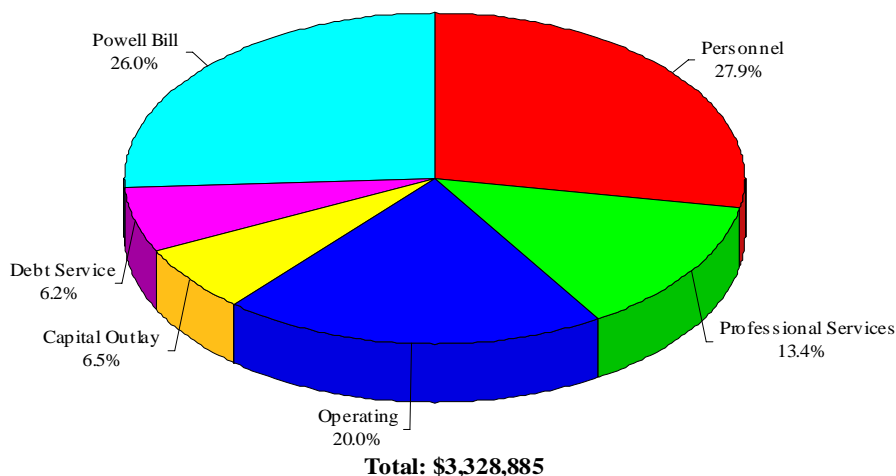
General Fund PUBLIC WORKS STREETS DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Streets	FY 06/30/2010 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 849,969	\$ 921,430	\$ 696,846	\$ 915,885	\$ 909,945	\$ 927,890
Professional Services	104,288	763,500	209,187	318,798	470,000	445,000
Operating	557,982	637,375	531,738	657,642	775,400	666,500
Capital Outlay	214,951	769,625	242,833	741,625	966,010	215,500
Debt Service	41,431	11,280		11,278	514,325	207,785
Other uses of funds		-				
Streets Sub-total	\$ 1,768,620	\$ 3,103,210	\$ 1,680,604	\$ 2,645,228	\$ 3,635,680	\$ 2,462,675
Powell Bill expenditures	558,631	645,700	204,043	651,591	866,360	866,210
Total Streets and Powell Bill	\$ 2,327,251	\$ 3,748,910	\$ 1,884,647	\$ 3,296,819	\$ 4,502,040	\$ 3,328,885

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Street Superintendent	-	1	1	1	1	
Street Crew Supervisor	1	3	3	3	3	
Street Crew Leader	2	-	-	-	-	
Construction Worker II	5	6	6	6	6	
Construction Worker I	3	3	3	3	3	
Maintenance Worker	4	4	4	4	4	
Total	15	17	17	17	17	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



**General Fund
PUBLIC WORKS DEPARTMENT
Streets Division**

The Streets division provides maintenance and repair of the Town's street system and storm drainage system. Expenditures for the Powell Bill program are also included in this function.

PROGRAM DESCRIPTIONS:

Personnel Assistance to Other Divisions: From time to time the Street Division provides personnel assistance to other divisions and departments of the Town. This assistance includes the provision of manpower and equipment to backup the department or division requesting assistance. The costs associated with providing this assistance are accounted for under this program and are not divided separately.

Program Objectives:

SProvide manpower and equipment assistance to other divisions and departments, as required.

Accomplishments:

FY 2010:

-Assisted other divisions.

Curb and Sidewalk Repair: The Street Division replaces damaged and/or deteriorated sidewalk and curb, which may have been affected by tree roots or traffic or through cuts by utility companies. Sidewalk and curb is usually replaced by removing the affected section(s) and pouring new concrete sections.

Program Objectives:

BReplace curb and/or sidewalk which has deteriorated or has been damaged by traffic, utility construction, weathering or tree roots in a timely manner.

BRepair and realign curb such that the positive storm water flow is maintained.

Accomplishments:

FY 2010:

-Repaired 1,631.25 feet of curbs/sidewalks thru out Town.

-9,356 linear feet of tripping hazards repaired at 2,318 locations by Precision Safe Sidewalks

Grass Mowing and Maintenance: The Town mows and maintains all grass on Town dedicated street rights-of-way, cemetery and Town owned lots. Trimming is also performed around all fire hydrants, utility poles and road signs. Grass mowing is performed during the growing season on a rotating basis by area and on an as needed basis.

Program Objectives:

B Mow grass on all rights-of-way on Town maintained streets and Town owned lots at least twice per month during the growing season.

B Mow cemetery grounds a minimum of once per week during growing period.

Accomplishments:

FY 2010:

-Mowed grass on all right of ways on Town maintained streets and Town owned lots at least twice per month during the growing season. Total area mowed in excess of 110 acres per month.

-Mowed cemetery grounds weekly.

**General Fund
PUBLIC WORKS DEPARTMENT
Streets Division**

Street Lighting: The cost of providing a street lighting system within the corporate limits is the Town's responsibility. Most of the system is energized by Town power, but a small portion is served by Progress Energy and an increasing portion is served by Wake EMC. Major thoroughfares are illuminated by 250 watt high pressure sodium luminaries. Other areas are illuminated by 100 watt high pressure sodium luminaries. The Electric Division extends lighting service to developed new service areas, and provides routine maintenance to the lighting system, such as changing bulbs and cleaning luminaries.

Program Objectives:

- BMaintain the accounting costs for lighting Town streets.
- BProvide lighting for Town owned and in-town State roads and streets. (In co-operation with Electric Division)

Accomplishments:

FY 2010:

- Ensured all streets were provided with proper lighting in conjunction with Electric Division.

Paved Road Maintenance: The Town provides maintenance to all of its dedicated streets within the corporate limits, the associated duties of which include pothole repair; repair to cuts in the street made by other utilities; removal of dead animals; and painting street lane markings and parking lot delineation stripes. Town is under contract with the City of Raleigh for the repair of all their pavement cuts made within Town Limits.

Program Objectives:

- BPermanent repair of potholes within 48 hours of occurrence.
- BRepair open pavement cuts in streets within 48 hours of notification.
- BRepaint faded parking space striping and add new striping.
- BRemove dead animals from streets within 24 hours of notification.
- BInstall speed tables when requested by the board.
- BClean dumpster areas on a daily basis in the downtown areas.

Accomplishments:

FY2010:

- 38 potholes repaired.
- 2,959 linear feet of pavement markings painted or re-painted.
- Downtown area streets and parking areas cleaned monthly and prior to events.
- Removed 126 dead animals

Street Right of Way Maintenance: The Street Division provides road right of way maintenance for all Town dedicated streets, whether paved or unpaved. Maintenance includes: the trimming of shrubs, trees and plants, spraying chemicals and fertilizers, adding soil to low shoulders, street sweeping and seeding and mulching denuded areas.

Program Objectives:

- SPrune tree limbs and cut shrubs to reduce or eliminate site distance problems.
- SAdd fill material to keep road shoulders level with roadways to prevent hazardous driving conditions.
- SSpray for weeds and other undesirable vegetation on right-of-ways.
- SRespond to work orders and/or complaints within 24 hours or less (48 hours minimum if locate required).
- SOperate Street Sweeper on a weekly route.

Accomplishments:

FY2010:

- Work orders completed within 24 hours of being called in.
- 185 site distance problems/complaints eliminated year to date.
- 10,717 +/- linear feet of road way weeds sprayed with herbicide.
- Four (4) tons of fill required, year to date, for low shoulders on roadways.
- Cleaned 734 linear miles streets with Street Sweeper with a weekly schedule.

**General Fund
PUBLIC WORKS DEPARTMENT
Streets Division**

Street Signs: The Town is responsible for installing and replacing signs on its dedicated paved and unpaved streets within the corporate limits and the ETJ. Included in this program are: the installation of new street signs where appropriate; maintenance and cleaning of existing signs; replacement of signs which have been vandalized or damaged through traffic accidents or vandalism; and replacement of those signs which have reached the end of their useful life due to weathering etc. Due to current standards for development, the number of new sign installations will decrease, however, due to new MUTCD standards, existing street sign will need updating to meet standards.

Program Objectives:

- S Maintain all traffic signs on Town dedicated streets for the safety of the traveling public.
- S Replace regulatory signs such as stop signs immediately upon notification.
- S Clean or replace signs which have been vandalized within 24 hours of notice.
- S Replace signs which have reduced reflectivity, or have faded due to weathering.
- S Update 10% of street signs to meet MUTCD standards.

Accomplishments:

FY2010:

- Replaced 125 existing signs which failed to meet minimum standards.
- Replaced 11 missing or damaged stop signs within three (3) hours of notification.

Snow Removal: Street Division crews remove snow from Town streets upon accumulation and may be removed from NCDOT maintained streets, if necessary. The Town applies salt and sand to dangerous hills and intersections, where appropriate. New technology allows for us to lessen the need for road salt by using a brine mixture prior to an event.

Program Objectives:

- S Remove snow from major Town maintained roads as soon as possible after snow fall commences.
- S Sand/salt all major Town maintained intersections to provide a skid retarding surface for motorists.
- S Apply brine solution 36 hours prior to an expected snow/ice event.
- S Remove snow from NCDOT routes when required.
- S Remove snow from Town owned parking lots.

Accomplishments:

FY2010:

- Three (3) events requiring brine operation.
- Two (2) events requiring salt/sand operation.

Storm Drainage Maintenance and Repair: The Street Division is responsible for ensuring that all storm sewer systems and drainage ways are properly cleaned, maintained, and repaired. Maintenance is performed to reduce flooding and to extend the life of street pavement by reducing sub-grade damage. Routine maintenance is also provided to drainage ditches and swales that the Town maintains to reduce erosion and standing water problems.

Program Objectives:

- S Clean or ensure cleanliness of all major storm sewer and drainage systems at least once per year.
- S Prevent water from flooding streets or property by repairing damaged systems, and opening blocked or partially blocked drainage systems.
- S Ensure the safety of children and the public at large by reducing or eliminating public access to storm sewer systems.
- S Camera 10% of system annually.

**General Fund
PUBLIC WORKS DEPARTMENT
Streets Division**

Accomplishments:

FY2010:

- Cleaned 1,234 problem storm drains.
- Cleared 48 storm drains, year to date, within 24 hours of notification.
- Replaced 5 storm drain lids.
- Cleaned 13,364' of drainage.

Unpaved Road Maintenance: The Town provides maintenance to all of its dedicated unpaved streets. The following maintenance is provided: vertical realignment grading; surface grading; side ditch maintenance; adding stone aggregate surface dressing as required; removal of refuse and debris; and the removal of dead animals when necessary.

Program Objectives:

- SMaintain all unpaved streets for safe use by the public.
- SGrade and surface dress all unpaved streets on a monthly cycle.
- SAdd stone aggregate base to all unpaved streets as needed.

Accomplishments:

FY2010:

- Graded roads on a monthly basis. Total of 10.2 miles worth for the fiscal year were graded.
- Added approximately 95 tons of aggregate to unpaved roads.

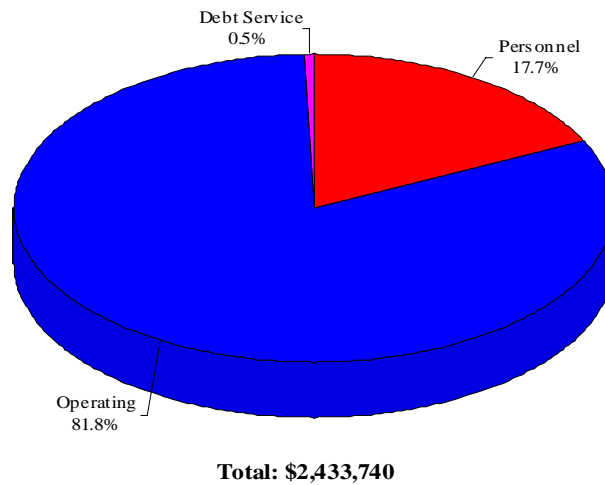
General Fund PUBLIC WORKS SANITATION DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Enviromental Services	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 319,667	\$ 406,340	\$ 270,364	\$ 367,895	\$ 427,054	\$ 430,840
Operating	193,909	233,225	137,021	203,612	238,500	227,000
Contracted Services - Collection	1,661,024	1,680,600	1,020,962	1,711,527	1,763,230	1,763,230
Capital Outlay	138,997	135,000	-	105,000	-	-
Debt Service	22,038	12,670	-	-	12,670	12,670
Total	\$ 2,335,634	\$ 2,467,835	\$ 1,428,347	\$ 2,388,034	\$ 2,441,454	\$ 2,433,740

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Yard Waste Collection Supervisor	1	1	1	1	1	
Yard Waste Equipment Operator	2	3	3	3	3	
Yard Waste Collector	4	5	5	5	5	
Total	7	9	9	9	9	-

The following graph depicts the breakdown of the FY 2010-2011 expenditures:



**General Fund
PUBLIC WORKS DEPARTMENT
Sanitation Division**

The Sanitation division provides the management for the collection and disposal of non-residential and residential refuse and recyclables. The Town contracts with a private firm to provide garbage and recycling service. The Town provides yard waste service.

PROGRAM DESCRIPTIONS:

Assistance to Other Divisions: From time to time, personnel from the Sanitation Division will provide assistance to other divisions and departments of the Town. This assistance involves the operating of Division equipment for the department or division requesting assistance. The costs associated with providing this assistance are accounted for under this program and are not divided separately. It should be noted that the sanitation crew is now working mostly full-time picking up yard waste and leaves, leaving little time to assist other divisions.

Program Objectives:

- Provide manpower assistance to other divisions and departments after completion of the yard waste collection route.

Accomplishments:

FY 2010:

Divisions assisted:

- Street Division
- Parks and Recreation Division
- Electric Division
- Tree Trimming Division

Commercial Solid Waste Collection: The Town of Wake Forest does not collect solid waste with its own personnel. This service is performed under contract pursuant to a request for proposals and submission of competitive bids. Under this program our solid waste contractor, currently Waste Industries, collects and disposes of all commercial and institutional garbage, rubbish and other refuse within the corporate limits of the Town. Collections are made using dumpsters in the downtown area and at certain other designated businesses as requested by customers. Dumpsters in the downtown area are placed strategically for common use by the district businesses. The contractor also collects corrugated cardboard separately from these customers through the use of separate dumpsters. A flat fee is charged to customers in the downtown business district. Other commercial customers are charged per a designated rate schedule and can have once or twice per week service dependent upon which options are elected. The Director of Public Works administers this program.

Program Objectives:

- Provide once or twice per week solid waste collection to all commercial and institutional customers.

Accomplishments:

FY 2010:

- Provided once or twice per week solid waste collection to 133 commercial and institutional customers.
- Service has been provided with little or no customer complaints.

Well Monitoring at Old Landfill Site: In accordance with the Dept. of Environment and Natural Resources (NCDENR) regulations, the Town is required to provide groundwater monitoring of the closed landfill site after closure.

Program Objectives:

- Perform required well monitoring twice per year as required by the state.

Accomplishments:

FY 2010:

- Well monitoring completed as required by NCDENR regulations.

**General Fund
PUBLIC WORKS DEPARTMENT
Sanitation Division**

Recycling: The Town's solid waste contractor, Republic Waste Services, collects recyclable material placed at the curbside weekly from residential units designated by the Town within the corporate limits. Collection carts are provided to each resident by Town staff. Elderly and handicapped residents can have rear yard service, if requested. Collected materials include: newspapers with inserts; clear, green and brown glass containers; aluminum, bi-metallic and ferrous beverage cans; food cans; and High Density Poly Ethylene (HDPE) and PET type plastic containers. The Town has also placed comingled recycling dumpsters for use by businesses and residents in the Operations Center parking lot. The hauler charges a separate monthly fee for this service. The Director of Public Works administers this program.

Program Objectives:

- Provide weekly collection of recyclable material at the curbside for our residential customers assuming a total of 8,900 customers.
- Reclaim in excess of 2,100 tons of recyclable material.

Accomplishments:

FY 2010:

- Weekly collection of recyclable material at curbside for our residential customers has been provided to a total of 8,850 customers.
- 2,145.3 tons of recyclable material reclaimed.

Residential Solid Waste Collection: The Town of Wake Forest does not currently collect solid waste with its own personnel. This service is performed under a contract pursuant to a request for proposals and submission of competitive bids. Under this program our solid waste contractor, Republic Waste Services, collects and disposes of all garbage, trash, and bulky items from each residential unit designated by the Town within the corporate limits once per week. Collection for roll-out garbage service is once per week and for bulk as well. Elderly or handicapped customers may elect to have rear yard roll-out service if they so request. The contractor disposes of the waste at the Wake County landfill, located off Durant Road. The Public Works Director administers this program.

Program Objectives:

- Provide collection once per week curbside garbage and trash collection. Anticipate 6,800 tons of refuse collection in the next FY from 8,900 customers.
- Provide collection of large objects assuming disposal of 1,900 items.

Accomplishments:

FY 2010:

- Once per week curbside solid waste and bulk items has been provided. Approximately 6,790 tons collected.
- 2,182 bulk pickup stops were made.

Residential Yard Waste Collection: Two 25 cubic yard packers and a knuckle boom truck are used to collect yard waste by Sanitation Division staff. The Town provides once per week disposal of yard waste from all residential property. Tipping fees are also paid from this program.

Program Objectives:

- Provide curbside collection for yard waste once per week. Anticipate disposal of 8,000 cubic yards of yard waste.

Accomplishments:

FY 2010:

- Yards waste service provided once per week. Crews disposed 7,912.5 cubic yards of yard waste.

**General Fund
PUBLIC WORKS DEPARTMENT
Sanitation Division**

Leaf Collection: Between October 1st and March 15th, the Town collects loose leaves which have been raked to the side of the road by residents. Collection is provided on a five route basis with a cycle period of approximately one week during the peak of leaf collection season. Collection is provided through the use of two self contained machines with 25 cubic yards capacity.

Program Objectives:

- Remove resident's roadside leaves on a five route, weekly cycle during the peak of leaf collection season.
- Remove leaves from storm sewer catch basins and inlets to prevent clogging of drainage ways.
- Ensure the safety of motorists and pedestrians by removing on a one to two week cycle.

Accomplishments:

FY 2010:

- Collection started and completed on schedule.
- Picked up approximately 10,950 cubic yards of leaves.

Town of Wake Forest

DOWNTOWN MUNICIPAL SERVICE DISTRICT

During the 1980's, an effort began to revitalize the downtown area of Wake Forest. The Town Board of Commissioners and the Wake Forest Chamber of Commerce spearheaded the effort by creating a Downtown Revitalization Corporation (DRC). Both organizations appointed members to the DRC. The Town provided funding and the Chamber provided administrative support. An Executive Director was employed for a three year period to lead the revitalization effort.

One of the major accomplishments of the DRC during this period was to develop a revitalization plan for the entire central business district as outlined in the Town's Zoning Ordinance. The plan was authored by a panel of planning experts from both the academic and business communities in North Carolina. The plan adopted in 1988 by the Town Board of Commissioners was titled the Wake Forest Downtown Redevelopment Plan.

The plan recommended the creation of a special tax district or municipal service district to provide funding for projects and services provided in the downtown area. The Town Board created the district in June of 1988 (Resolution 88-48) with at least 50% of the proceeds to be used to create off-street parking facilities. The tax rate was initially set at \$ 0.10 per \$100 of assessed value of all properties within the district. The rate can be adjusted annually but cannot exceed \$ 0.25. General obligation bonds were approved by the voters and sold in 1989 to construct a parking lot on the block bounded by South White and Brooks Streets and Wait and Jones Avenues. The revenue from the district was used to retire the debt on those bonds. The revenue over and beyond the debt service requirements is in fund balance and portions have been transferred to Capital Reserve for future capital projects in the Downtown area. During FY 2007-2008, the tax rate was set at \$.17 per \$100 of assessed value and the 50% off-street parking stipulation was eliminated.

The recommended tax rate for FY 2010-2011 is \$.14 per \$100 of assessed value. It is recommended in the proposed budget to fund a portion of the design costs of the final phases of the White Street Streetscape. The debt service requirements were completed in FY 2009-2010.

Fund: 400 - Downtown Municipal Service District Special Revenue Fund

Account Classification	2009 Actual June 30, 2009	2010 Amended Budget	2010 Actual March 31, 2010	2010 Projected June 30, 2010	2011 Manager Recommended
Revenues:					
311 - Ad Valorem Taxes	\$ 71,624	\$ 70,500	\$ 79,673	\$ 84,611	\$ 74,250
361 - Investment Earnings	1,409	2,000	336	448	750
390 - Other Financing Sources	-	(66,785)	-	-	-
Revenue Totals:	\$ 73,033	\$ 5,715	\$ 80,009	\$ 85,059	\$ 75,000
Expenditures:					
500 - Operating	\$ -	\$ 1,000	\$ -	\$ -	\$ -
490 - Transfers Out - General Fund	31,810)		40,975	40,975	75,000
Expenditure Totals:	\$ 31,810	\$ 1,000	\$ 40,975	\$ 40,975	\$ 75,000
Fund: 400 Net Total	\$ 41,223	\$ 4,715	\$ 39,034	\$ 44,084	\$ -

Fund: 360 - Wake Forest Power

Account Classification	2009 Actual June 30, 2009	2010 Amended Budget	2010 Actual March 31, 2010	2010 Projected June 30, 2010	2010 Requested Budget	2010 Recommended Budget
Revenues						
345 - Charges for Services	\$ 16,011,438	\$ 16,833,960	\$ 12,798,559	\$ 16,921,701	\$ 16,822,610	\$ 16,805,430
319 - Sales Tax - Utility	472,343	499,515	379,333	506,453	499,815	499,815
350 - Other Revenue	110,192	90,050	9,767	62,368	50,000	50,000
361 - Investment Earnings	(2,880)	-	228	250	1,000	1,000
390 - Other Financing Sources	10,068	135,000	18,235	127,300	15,000	103,000
Revenue Totals:	\$ 16,601,160	\$ 17,558,525	\$ 13,206,123	\$ 17,618,072	\$ 17,388,425	\$ 17,459,245
Expenditures						
100 - Personal Service	\$ 1,869,223	\$ 1,740,085	\$ 994,192	\$ 1,421,831	\$ 1,686,880	\$ 1,808,690
300 - Professional Services	43,529	45,000	14,658	19,000	45,000	45,000
500 - Operating	13,223,975	14,279,855	9,147,145	13,592,973	14,296,255	14,271,255
600 - Contributions	2,500	2,500	1,250	2,500	2,500	2,500
700 - Capital Outlay	1,060,937	1,110,000	310,420	575,000	1,218,000	963,130
800 - Debt Service	624,088	381,085	368,236	381,074	278,170	368,670
Expenditure Totals:	\$ 16,824,252	\$ 17,558,525	\$ 10,835,900	\$ 15,992,378	\$ 17,526,805	\$ 17,459,245
Revenue Grand Totals:	\$ 16,601,160	\$ 17,558,525	\$ 13,206,123	\$ 17,618,072	\$ 17,388,425	\$ 17,459,245
Expenditure Grand Totals:	\$ 16,824,252	\$ 17,558,525	\$ 10,835,900	\$ 15,992,378	\$ 17,526,805	\$ 17,459,245
Fund: 360 Net Total	\$ (223,091)	\$ -	\$ 2,370,223	\$ 1,625,694	\$ (138,380)	\$ -

Wake Forest Power Budget Summary by Department

	2009 Actual 6/30/2009		2010 Amended Budget		2010 Actual 3/31/2010		2010 Projected 6/30/2010		2011 Requested Budget		2011 Recommended Budget	
Fund: 360 Wake Forest Power												
Revenue												
360-000 - Wake Forest Power Revenues	\$	16,601,161	\$	17,558,525	\$	13,206,123	\$	17,618,072	\$	17,388,425	\$	17,459,245
Revenue Totals	\$	16,601,161	\$	17,558,525	\$	13,206,123	\$	17,618,072	\$	17,388,425	\$	17,459,245
Expenditures												
360-850 - Electric - Operations	\$	15,134,150	\$	17,410,300	\$	10,743,003	\$	15,855,566	\$	17,300,165	\$	17,265,890
360-860 - Electric - Tree Trimming		94,673		148,225		92,898		136,812		226,640		193,355
Expenditure Totals	\$	15,228,823	\$	17,558,525	\$	10,835,900	\$	15,992,378	\$	17,526,805	\$	17,459,245
Fund Total: Wake Forest Power	\$	1,372,338	\$	-	\$	2,370,223	\$	1,625,694	\$	(138,380)	\$	-

Electric Fund PUBLIC WORKS ELECTRIC OPERATIONS DIVISION

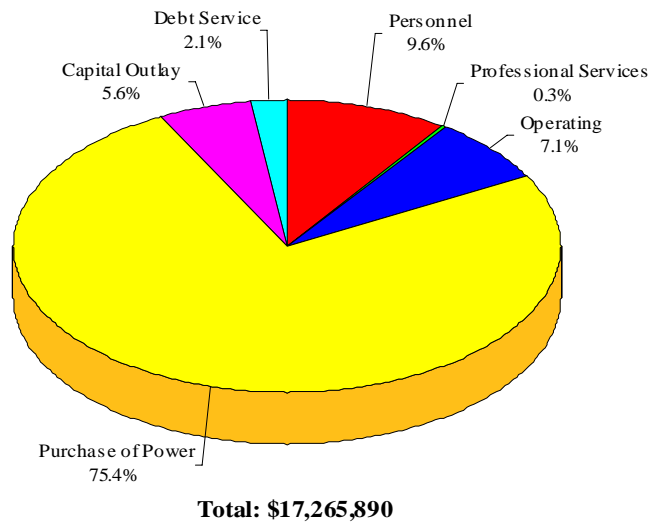
SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Electric Operations	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 1,656,710	\$ 1,619,415	\$ 916,131	\$ 1,311,312	\$ 1,556,290	\$ 1,651,385
Professional Services	43,529	45,000	14,658	19,000	45,000	45,000
Operating	1,012,061	1,295,535	713,587	939,220	1,247,350	1,222,350
Purchase for resale - power	12,273,875	12,959,265	8,419,972	12,629,960	13,015,355	13,015,355
Capital Outlay	1,060,937	1,110,000	310,420	575,000	1,158,000	963,130
Debt Service	624,088	381,085	368,236	381,074	278,170	368,670
Total	\$16,671,200	\$17,410,300	\$10,743,004	\$15,855,566	\$17,300,165	\$17,265,890

** Three vacant positions to remain frozen until further notice.

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 6/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Power-line Crew Supervisor	5	5	5	5	5	
Senior Power-line Technician	2	2	5	5	5	
Power-line Technician **	10	10	7	7	7	
System Meter Supervisor	1	1	1	1	1	
Electric Meter Technician	1	1	1	1	1	
Energy Conservations Specialist	-	-	-	-	1	
Total	19	19	19	19	20	-

The following graph depicts the breakdown of the FY 2010-2011 expenses:



**Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division**

The Electric division, also known as Wake Forest Power provides construction, operation and maintenance to the Town's electrical distribution system, substation and other equipment.

Contracted Services: Wake Forest Power contracts with an outside party to perform certain services including: substation equipment testing and maintenance; and truck electrical safety testing.

Program Objectives:

SProvide the Electric Division with contractual support continued smooth operation, upgrade and expansion of the Town's electric distribution system.

STruck Safety Testing: provide safety to electrical personnel by testing equipment which could come into contact with electric lines for structural integrity and electrical insulation.

SSubstation Maintenance: maintain substation reliability by inspection, testing, and calibration of all related equipment.

Accomplishments:

FY2010:

-Substation Maintenance: Checked voltage regulators for proper operation and calibration and tested battery chargers that operate breakers.

-Truck Safety Testing: Eight (8) trucks for dielectric and structural integrity.

-Twelve (12) regulators inspected and tested.

Street Lighting: The cost of maintaining a street lighting system within the corporate limits of the Town is the responsibility of the Electric Division. Most of the system is energized by Town power, but a small portion is served by Progress Energy and Wake EMC. Major thoroughfares are illuminated by 250 watt high pressure sodium luminaries. Other areas are illuminated by 100 watt high pressure sodium luminaries. The Electric Division extends lighting service to developed new service areas and provides routine maintenance to the lighting system, such as changing bulbs and cleaning luminaries. Lights are changed usually by customer call-ins which are taken by phone, either by Office Assistant II and/or at Town Hall. However, due to the importance of street lighting, bi-monthly night time inspections are being performed to try to repair any and all lights in need of repair.

Program Objectives:

SMaintain a lighting system with luminaries located no more than 175 feet apart. Upgrade as necessary.

SRepair lights within 24 hours of issuance of a work order.

SInstall street lights in new service areas when development warrants.

SApproximately 350 street lights will be repaired

SSix night checks for inoperative lights will be performed

SApproximately 40 new street lights will be installed

-Inspect subdivisions for proper 175' light spacing

Accomplishments:

FY2010:

SRepaired "reported" street lights within 24 hours.

SMaintained lighting system for public safety.

SEight (8) night checks performed on lights.

S577 lights repaired/replaced

SInstalled 237 new street lights

**Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division**

Load Management: This program consists of installing load management switches on residential water heaters and central air conditioning units. A program is ongoing for commercial customers, and such equipment has been installed on some municipal facilities. An Electric System Meter Supervisor and a Power-line Technician I are being utilized in this program. These two install all load management switches, ct metering, check meters and investigate high bill complaints. Operating costs associated with this program include rebates, load management switches and pager rental. It is possible that some generators may be purchased for demand management.

Program Objectives:

- SPromote the installation of load management switches on residential facilities.
- SInstall at least 45 residential load management switches in the coming fiscal year.
- SInstall switches on all new residences.
- SContinue Commercial Load Management Program.

Accomplishments:

FY2010:

- SInstalled (62) load management switches on new residential and as requested by current customers.
- SContact for every new commercial account has been made regarding load management possibilities.

Locate Underground Electric Lines: In accordance with the NC General Statute requiring that all public utilities be notified prior to anyone commencing an excavation, so that affected utilities have the opportunity to locate and mark their lines. The Office Assistant II is responsible for assuring all locates required in house are called in and are given a work order for documentation and locates are the responsibility of our Electric Meter Division. The Town is now a member of NC One Call.

Program Objectives:

- SLocate lines in accordance with the provisions of NC General Statutes.
- SPrevent other utilities from cutting the Town's underground electric lines.
- SPerform all locations within the required time.
- SMore than 2,000 locates are anticipated in FY2010/11.

Accomplishments:

FY2010:

- SAll line locates performed in accordance with the provisions of North Carolina General Statues.
- S2,343 locates performed in Electric Division.

New Line Construction: The division extends electric line service to new areas. This includes underground service to new subdivisions and overhead service along major easements or roads to reach new subdivisions or commercial enterprises. Included in this program are: trenching underground conduit for cable; setting poles and installing overhead wire; setting pad mounted and pole mounted transformers; and pulling in underground and overhead primary and/or secondary services.

Program Objectives:

- SProvide electric service to customers in new residential areas.
- SProvide electric service to new commercial and industrial customers.
- SIncrease the size of the Town's electrical distribution system by adding new areas to the system.
- SInstall 35,000+ feet of primary cable.
- SInstall 15+ transformers.
- SInstall 25,000+ feet of secondary cable.
- SAdd 30+ customers to Town electric system.

**Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division**

Accomplishments:

FY2010:

- SInstalled approximately 60,858 feet of 1/0 & 750 23kv primary cable.
- SInstalled 64 overhead/underground transformers.
- SInstalled approximately 30,777 feet of secondary cable.
- SAdded approximately 28 customers to Town Electrical system.

Maintenance and Line Repair: This program includes the maintenance of all existing electrical infrastructure including; underground cable; overhead cable and poles; transformers; and other miscellaneous infrastructure. During regular hours of operation, the Office Assistant II handles majority of Electric outage calls.

Program Objectives:

- SMinimize power outages by ensuring that all infrastructure is correctly maintained.
- SRestore service to customers as soon as possible after a power outage is reported.
- SInspect 20% of Town's underground facilities.
- SInspect 20% of Overhead facilities.
- SInspect 15% of Town's electrical poles for damage or decay.
- SMaintain maintenance and inspection program for underground/overhead infrastructure per OSHA requirements.
- SOversee distribution mapping project.

Accomplishments:

FY2010:

- Inspected 10% of underground system to date.
- Inspected 10 % of overhead system to date.
- Inspected 5% of poles for damage or decay.
- Unscheduled outages reduced.
- Monthly updates made to mapping system.

Small Service Work: Three person crew (Crew Supervisor and a Power-line Technician I and III) handles routine work such as: Repair of street lights and security lights; installation of street lights and security lights where a new pole is not required; installing and removing temporary service boards; energizing primary and secondary underground lines; trouble shooting quality of service complaints; responding first to outages during work hours; building overhead secondary services where no pole is required; and assisting other crews when possible, and installs underground services.

Program Objectives:

- SInstall or repair street lights and security lights where no new pole is required.
- SInstall and remove temporary meter boards.
- SEnergize primary and secondary underground lines.
- SConstruct overhead secondary services where no new pole is required.
- SFirst respondent to outages/failures during work hours.
- SRepair at least 250 street/security lights.

Accomplishments:

FY2010:

- SInstalled and removed temporary meter boards.
- SPerformed overhead and underground electric facilities inspections as needed during trouble calls.
- SFirst responder on all regular hour trouble calls.
- SRepaired 480 of the 577 street/security lights reported above.
- SInstalled 25 underground services.

Electric Fund
PUBLIC WORKS DEPARTMENT
Electric Distribution Division

CT Metering: Instrument metering for three phase and single phase large services is being handled by the Assistant Public Works Director and the Electric System Meter Supervisor.

Program Objectives:

- SProgram meters and install metering equipment for three phase installations.
- SRead meters and generate the monthly bills on commercial accounts with coincident peak rate. (Electricities)
- SAudit at least 45 high bill complaints and voltage problems.
- SInspect 18 three phase meter installations.
- SInstall at least five new three phase meters.

Accomplishments:

FY2010:

- SMonitored 12 high bill complaints.
- SInstalled 17 new commercial meters.
- SRead meters and generated bills on 26 coincident peak rate customers (monthly). (Electricities)

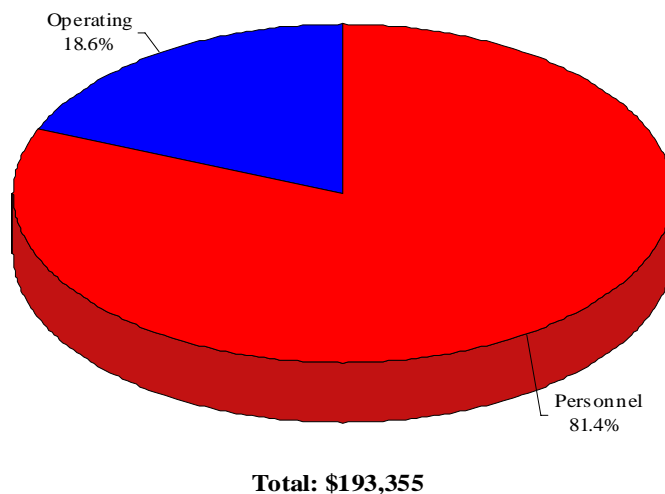
Electric Fund PUBLIC WORKS TREE TRIMMING DIVISION

SUMMARY OF COSTS AND AUTHORIZED POSITION ALLOCATIONS

Tree Trimming	FY 06/30/2009 Actual	FY 06/30/2010			FY 06/30/2011	
		Amended Budget	3/31/2010 Actual	Projected	Requested	Recommended
Personnel	\$ 95,299	\$ 120,670	\$ 78,061	\$ 110,516	\$ 130,590	\$ 157,305
Operating	(626)	27,555	14,836	27,788	36,050	36,050
Capital Outlay	-	-	-	-	60,000	-
Other uses of funds	-	-	-	-	-	-
Total	\$ 94,673	\$ 148,225	\$ 92,897	\$ 138,304	\$ 226,640	\$ 193,355

Position	Actual FY 6/30/2008	Actual FY 6/30/2009	Actual FY 06/30/2010	Requested FY 06/30/2011	Recommended FY 06/30/2011	Approved FY 06/30/2011
Tree Trimming Supervisor	1	1	1	1	1	
Tree Trimming Technician II	1	1	1	1	1	
Tree Trimming Technician	1	1	1	1	1	
Total	3	3	3	3	3	-

The following graph depicts the breakdown of FY 2010-2011 expenses:



**Electric Fund
PUBLIC WORKS DEPARTMENT
Tree Trimming Division**

The Tree Trimming division provides tree trimming line clearance and maintenance for Wake Forest Power. Trimming is also performed for Planning Department, Street Division and Parks and Recreation.

PROGRAM DESCRIPTIONS:

Line Clearance: The Assistant Public Works Director oversees the operation of the Tree Trimming crew and assures that proper tools and equipment are ordered for the crew.

Program Objectives:

- Maintain proper clearances on all Overhead Distribution lines.
- Perform proper maintenance on all right-of-ways.

Accomplishments:

FY2010:

- Performed clearing operations on all main circuits.
- Performed clearing operations on tap lines as needed.
- Cut/mow all right-of-ways as needed.

Assistance to Other Divisions: From time to time, the Division will provide assistance to other Divisions and Departments of the Town. This assistance involves trimming and/or removal of trees from Town right of ways outside of Electric right of ways and on Town owned property. The costs associated with providing this assistance are allocated to other Divisions.

Program Objectives:

- Assist Planning/Urban Forestry Divisions as needed.
- Assist Street Division as needed.
- Assist Sanitation Division as needed.

Accomplishments:

FY2010:

- Assisted Planning/Urban Forestry with trimming and removal.
- Assisted Street Division with stump grinding.
- Assisted Sanitation Division with chipping large limbs and Christmas tree program.

CAPITAL OUTLAY SUMMARY

Fiscal year 2010-2011

The following capital expenditures are included in the budget.

Department/division	Description	P/T	Amount
General Fund:			
Finance	Integrated Enterprise Software	H2	\$35,000
	Forklift - warehouse	M2	40,000
Management Information Systems	Electronic Data Storage	H3	20,000
	MS 2007 Office Standardization	M3	10,000
	Microsoft Exchange Server Upgrade	H2	40,000
Public Buildings	DuBois Floor		9,400
	Community House - wrought iron railings	-	6,400
Public Safety	Eight (8) Patrol Vehicles	M2	272,000
	Electric 4x4 ATV (Grant)	L4	24,000
	Patrol Vehicle - new officer	M3	34,000
	Mobile Vision Cameras (9)	-	58,500
	Portable Radio Replacements	-	28,800
	Radios - Vehicles	-	36,000
Engineering (Streets)	Chalk's Road	H1	800,000
Fleet Maintenance	Air Compressor	-	8,000
	Service Truck	M3	35,000
Parks & Recreation	Greenway Trail (Neuse River)	H3	265,500
Streets/Powell Bill	Columbarium (Cemetery)	H4	35,000
	Sidewalks	H3	100,000
	Ligon Mill Road - CAMPO project	-	27,000
	Roller Compactor -additional	-	45,000
	Sign Making Machine	-	8,500
General Fund - Subtotal			1,938,100
Electric Fund:			
Electric Distribution	Line Construction/System Improvements	M3	750,000
	Load Management System Control	H2	35,000
	Ramax Packers (2) - replacements	M2	57,000
	Outage Management System	M3	85,000
	Vehicle - Load Management	M2	31,000
	Energy Audit equipment	-	5,130
Electric Fund - Subtotal			963,130
GRAND TOTAL			\$2,901,230

The following pages in this sections are excerpts from the Capital Improvements Plan for the Town of Wake Forest.

INTRODUCTION

DEFINITION: The Capital Improvements Plan (CIP) is a five year plan identifying the Town's capital outlay and improvement needs. As a long range plan, the CIP reflects the Town's policy regarding long range physical and economic development. By providing a planned schedule of public improvements, the CIP outlines present and future public needs and priorities. A capital improvement is defined as any expenditure for equipment, buildings, infrastructure, land acquisition, plan or project in which the cost exceeds \$10,000 and the estimated useful life is greater than one (1) year.

CAPITAL IMPROVEMENT PLAN PROCESS: Capital project planning is an ongoing process. Each year the CIP document is updated. The need or idea for capital improvements can originate from the Mayor, Board, Citizens or Town staff. These items are compiled into this document and is presented to the Board of Commissioners each year. Through a series of work sessions, the Board's focus is on prioritizing the first year's expenditures. Once the CIP is approved, it outlines the Town's official commitment to funding these expenditures in the upcoming budget. During the annual budget process in the spring, the first year projects are refined and a financing plan is put into place within the Budget to fund those expenditures.

FUNCTIONS OF THE CIP: A CIP must be updated each year. Adopting a CIP does not end with the first year. Changing needs and priorities, emergencies, cost changes, mandates and changes in technology all require the CIP to be updated annually. The Town's public facilities, streets, parks, equipment, etc., are constantly in need of repair, replacement or expansion. A growing population will require additional or new facilities. These reasons require that the CIP be updated to maintain the financial solidity of the Town. The Town of Wake Forest's staff has updated the CIP each year since adopting the first document in 1985. The CIP achieves the following objectives as a component of the Town's budget and financial planning process:

- ▶ Reduces the need for "crash programs" to finance the construction of Town facilities.
- ▶ Focuses attention on community goals, needs and capabilities.
- ▶ Achieves optimum use of taxpayer and rate payer dollars.
- ▶ Guides future community growth and development.
- ▶ Advance planning ensures that projects are well thought out in advance of construction.
- ▶ Provides for the orderly replacement of capital expenditures.
- ▶ Encourages a more efficient administration as well as maintains a sound and stable financial program.

THE CIP UPDATE: The document that follows is the update to the CIP and covers the five (5) fiscal years 2010-2011 through 2014-2015. This document contains capital expenditure requests from each department/division for items over \$10,000 and generally have a useful life of five (5) years or more.

PRIORITIZATION MATRIX: The priority system includes a matrix shown below. This system was developed to assist in the setting of priorities for capital expenditures because not all requests can be funded in any given year due to budgetary constraints.

		Priority		
		High	Medium	Low
Criteria	1	Level	A	
	2		Level B	
	3			
	4		Level	C

The matrix contains a measure of priority on the horizontal axis and a determination of criteria category on the vertical axis. **Priorities** of the capital projects are measured as high, medium or low as follows:

HIGH: Project mandated by local, state, or federal regulations, or
Project is a high priority of the Town Board, or
Project substantially reduces losses or increases revenues.

MEDIUM: Project maintains existing service levels, or
Project results in better efficiency or service delivery, or
Project reduces operational costs, or
Project improves work force morale.

LOW: Project is not mandated, or
Project improves service levels, or
Project improves quality of life.

CRITERIA CATEGORIES:

1. **Health/Safety/Welfare** - projects that protect the health, safety and welfare of the community and the employees serving it.
2. **Maintenance/Replacement** - projects that provide for the maintenance of existing systems and equipment.
3. **Expansion of Existing Programs** - projects which enhance the existing systems and programs allowing for expansion of existing services.
4. **Expansion of New Programs** - projects that allow for expansion into new programs and services.

LEVEL OF FUNDING: The grid is further divided into levels:

Level A - highest consideration for funding,
Level B - moderate consideration,
Level C - least consideration for funding resources.

Capital Improvement Plan
FUNDING LEVEL SUMMARY
 FISCAL YEAR 2010-2011

DEPARTMENT/Division	PROJECT DESCRIPTION	PRIORITY TYPE	CAPITAL COST	RECOMMENDED BUDGET
LEVEL A:				
Finance	INTEGRATED ENTERPRISE SOFTWARE	H2	\$75,000	\$35,000
Mgmt Information Systems	MICROSOFT EXCHANGE SYSTEM UPGRADE	H2	40,000	40,000
Mgmt Information Systems	ELECTRONIC DATA STORAGE	H3	25,000	20,000
Parks & Recreation	GREENWAY TRAIL DESIGN & CONSTRUCTION	H3	381,000	265,500
Public Safety	K - 9 UNITS	H2	16,000	
Public Safety	COMPUTER AIDED DISPATCH (CAD)	H2	75,000	
Public Safety	FIRE STATIONS/APPARATUS	H1	450,000	
Engineering	<i>BUS SERVICE (Contracted Services)</i>	H3	225,000	225,000
Engineering	BUS SHELTERS	M3	14,000	
Engineering (Streets)	CHALKS ROAD REALIGNMENT	H1	1,650,000	800,000
Engineering (Streets)	UNPAVED ROADS	H2	262,500	
Streets	STREET RESURFACING/MAINTENANCE	H2	2,000,000	
Streets (Planning)	<i>DOWNTOWN STREETScape (Professional services)</i>	H2	1,965,000	275,000
Streets (Planning)	PEDESTRIAN PLAN - TOP 10 PRIORITY	H3	995,000	100,000
Streets	NC 98 BYPASS/ROADWAY LIGHTING	M1	300,000	
Streets (Planning)	SAFE ROUTE TO SCHOOL SIDEWALKS (Grant)	H3	300,000	
Electric	LOAD MANAGMENT SYSTEM CONTROL	H2	35,000	35,000
TOTAL LEVEL A			8,808,500	1,795,500
LEVEL B:				
Administration (BOC)	<i>WAKE FOREST COLLEGE BIRTHPLACE (Contribution)</i>	H4	110,000	110,000
Communications	PROFESSIONAL VIDEO CAMERA	M3	25,000	
Communications	STUDIO UPFIT - NEW TOWN HALL	M3	49,000	
Mgmt Information Systems	CLIENT SOFTWARE STANDARDIZATION	M2	13,000	10,000
Planning & Inspections	NEIGHBORWOODS PROGRAM	M3	35,000	
Planning & Inspections	GATEWAY LANDSCAPING	H3	60,000	
Parks & Recreation	RICHLAND CREEK STREAM RESTORATION	M2	75,000	
Parks & Recreation	ALSTON MASSENBURG CENTER RENOVATIONS	M3	60,000	
Parks & Recreation	GATOR	M3	12,000	
Public Buildings	EVIDENCE ROOM EXPANSION-POLICE STATION	M3	50,000	
Public Buildings	OPERATIONS CENTER EXPANSION	M3	85,000	
Public Safety	PATROL VEHICLES - ADDITIONAL	M3	136,000	34,000
Streets	JONES DAIRY ROAD BRIDGE	H4	350,000	
Streets	LANDSCAPING (CEMETERY)	H3	50,000	
Streets	JUNIPER AVENUE SIDEWALK	M3	500,000	
Streets	COLUMBARIUM (CEMETERY)	H4	35,000	35,000
General Fund - total	VEHICLE REPLACEMENTS	M2	429,500	312,000
Electric	LINE CONSTRUCTION/IMPROVEMENTS	M2	900,000	750,000
Electric	OUTAGE MANAGEMENT SYSTEM	M3	85,000	85,000
Electric Fund - total	VEHICLE REPLACEMENTS	M2	159,500	88,000
TOTAL LEVEL B			3,219,000	1,424,000
LEVEL C:				
Planning & Inspections	PUBLIC ART	M4	160,000	
Public Buildings	EQUIPMENT STORAGE BUILDING	M4	185,000	
Public Safety	ELECTRIC (4X4) ATV - GREENWAY PATROL	L4	24,000	24,000
Fleet Maintenance	SERVICE TRUCK - ADDITIONAL	M4	35,000	35,000
Fleet Maintenance	ROLLBACK TRUCK (HOOKLIFT)	M4	38,000	
TOTAL LEVEL C			442,000	59,000
TOTAL CAPITAL IMPROVEMENTS			\$12,469,500	\$3,278,500

Italicized items are not included in capital outlay.

Town of Wake Forest
Debt Service Requirements
Fiscal Year 2010-2011

	2010 Amended Budget	2010 Actual March 31, 2010	2010 Projected June 30, 2010	2011 Recommended Budget
Fund: 100 General Fund				
5800 - Installment Purchase - Principal	\$ 763,585	\$ 727,954	\$ 752,752	\$ 922,350
5801 - Installment Purchase - Interest	354,910	351,355	353,051	368,350
5810 - GO Bond - Principal	640,250	215,250	640,250	1,015,000
5811 - GO Bond - Interest	424,620	222,437	424,620	614,385
Fund Total: General Fund	\$ 2,183,365	\$ 1,516,997	\$ 2,170,673	\$ 2,920,085
Fund: 360 Wake Forest Power				
5800 - Installment Purchase - Principal	\$ 96,360	\$ 83,889	\$ 96,358	\$ 110,170
5801 - Installment Purchase - Interest	2,655	2,282	2,652	18,850
5810 - GO Bond - Principal	40,500	40,500	40,500	-
5811 - GO Bond - Interest	1,925	1,924	1,924	-
5820 - Revenue Bond - Principal	166,985	166,984	166,984	173,295
5821 - Revenue Bond - Interest	72,660	72,656	72,656	66,355
Fund Total: Wake Forest Power	\$ 381,085	\$ 368,236	\$ 381,074	\$ 368,670
Total Debt Service	\$ 2,564,450	\$ 1,885,232	\$ 2,551,747	\$ 3,288,755

Town of Wake Forest Outside Agency Requests

Name	Department/ Division	FY 6/30/2011		
		Budget Request	Recom- mended	BOC Approval
Resources for Seniors, Inc.	Board of Commissioners	3,500	3,000	
Chamber of Commerce	Board of Commissioners	95,640	95,640	
Fourth of July	Board of Commissioners	10,000	4,000	
Downtown Revitalization Corporation	Board of Commissioners	102,724	102,725	
Kids Voting	Board of Commissioners	1,600	1,600	
Boys & Girls Club	Board of Commissioners	7,500	7,500	
(1) Wake Forest College Birthplace	Board of Commissioners	110,000	110,000	
Total outside agencies		\$330,964	\$324,465	-

All of the outside agencies who request funding are asked to complete an application with various attachments. The cover letter (if submitted) along with the application is included for review by the Board of Commissioners in this document. The additional information is available upon request.

- (1) The above amount represents what was agreed upon in August 2006. There is not an application from Wake Forest College Birthplace.

Wake Forest Fire Department, TRACS and United Arts Council have been removed from this page as they are included in respective departments.



March 30, 2010

Aileen Staples
Finance Director
Town of Wake Forest
410 Elm Avenue
Wake Forest, NC 27587-2932

Dear Aileen:

Resources for Seniors, Inc. is pleased to submit a 2010-2011 Outside Agency Funding Application to the Town of Wake Forest in the amount of \$3500.00.

Our agency is actively involved in providing the overall program for the Northern Wake Senior Center. In addition to that commitment, RFS also provides many, many other services to your area seniors. Please let me know if any additional information is required.

Sincerely,

A handwritten signature in blue ink, reading "David E. Cottengim".

David E. Cottengim
President

Informed Choices for Maximum Independence

TOWN OF WAKE FOREST
401 ELM AVENUE
WAKE FOREST, NC 27587
Phone: 554-6105 Fax: 556-2063

OUTSIDE AGENCY FUNDING APPLICATION

(Please type or print all information)

1. Agency Name: Resources for Seniors, Inc.
2. Agency Mailing Address: 1110 Navaho Drive, Suite 400, Raleigh, NC 27609
3. Agency's Main Phone #: 919-872-7933 4. Website: www.resourcesforseniors.com
5. Contact Person: David E. Cottengim 6. Contact's Phone #: 919-713-1521
7. Contact's email: davidc@rfsnc.org 8. Agency's Director: David E. Cottengim
8. Amount of Town Funding Appropriated:

FY 2007-2008: \$ 3,000

FY 2008-2009: \$ 3,000

FY 2009-2010 \$ 3,000

9. Amount of Town Funding Requested for FY 2010-2011: \$ 3,500
10. What does your agency do? Provide direct services to assist older adults to remain in their own homes for as long as possible and participant in community life.
SEE ATTACHED SERVICE LIST
12. What type of grant are you requesting? Sustaining Grant
13. Why are Town of Wake Forest funds being requested, and how would funds allocated be used? *(Attach an additional sheet if necessary).*
SEE ATTACHED
14. Describe the circumstances that brought your agency into being. Please provide dates.
SEE ATTACHED ORGANIZATIONAL OVERVIEW

15. To whom does your agency provide services? Persons age 55 and over
16. What is the geographic service area of your agency? Wake County
17. If your agency serves non Wake Forest residents, please indicate the approximate percentage of total persons served that live outside of the Wake Forest city limits 85%.
18. What other area agencies provide similar services?
No other agency provides a comprehensive array of services targeting the at risk older adult population in all areas of Wake County.
19. List any of your agency's sponsors and/or affiliated agencies.
ATTACHED
20. Does your agency contract with the Town of Wake Forest (yes), any agency of Wake County (yes), or the State of North Carolina (yes) for the provision of services? (*circle your responses*). If yes, list services provided and with what level of government.
Town of Wake Forest – For operation of Northern Wake Senior Center
Wake County Human Services – For operation of case management services and for the Community Alternatives Program for Disabled Adults
State of North Carolina Department of Energy – For operation of Weatherization Program in Wake County.
21. Will an evaluation be made at the end of the funded period to determine if agency goals and objectives have been met? (yes) or no (*circle answer*)
22. Is your agency (*circle answer*):
- | | |
|---|-----|
| Licensed or Certified by the State of North Carolina? | yes |
| Chartered as a nonprofit corporation by the State of North Carolina? | yes |
| Certified by the Federal Government as a tax-exempt organization under 26 USC 501(c) (3)? | yes |
23. How is your agency governed and managed? Please attach a list of your Board of Directors, an organizational chart, and a copy of your agency's by-laws.
ATTACHED: Board List and By-Laws

24. Is your agency accountable to a governmental agency? (Yes) or No (*circle answer*)

If yes, please list: We are required to have a Federal A-133 Single Audit. US Department of Health and Human Services as cognizant agency

25. Provide the name and title of all bonded agency officials responsible for the authorization of expenditures and the disbursal of funds. Indicate the amount of each bond.

<u>Name & Title</u>	<u>Bond Amount</u>
David Cottengim, President	\$ 250,000
Lucy Brickley, Accountant	\$ 250,000

26. If the Town of Wake Forest has previously funded your agency, indicate the percent of your total annual budget represented by Town funding:

FY 2007-2008	<1%
FY 2008-2009	<1%
FY 2009-2010	<1%

What percent of your proposed 2010-2011 budget would the Town of Wake Forest requested funds represent?

FY 2010-2011	<1%
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27. Does your agency have a detailed budget, which will control and guide the use of funds through the period funded? (yes) or no (*circle answer*)

28. Does a licensed CPA perform an annual audit for all funds handled by your agency? (yes) or no (*circle answer*)

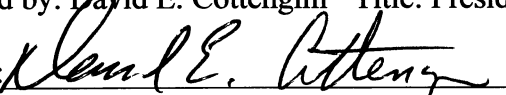
29. What is the period of your agency's fiscal year? July to June

30. Is it anticipated that the Town will be asked to continue providing funds in the future? (yes) or no (*circle answer*) If yes, estimate your request from the Town for the following years:

FY 2011-2012	\$ 3,500
FY 2012-2013	\$ 4,000

31. Other specific comments in support of your budget request.

Completed by: David E. Cottengim Title: President

Signature:  Date: March 30, 2010

***All following items must be submitted by April 6, 2009 for funding consideration:**

- 1) Outside Agency Funding Application
- 2) **copy of your current 501 (c) (3) nonprofit status certification letter (ONLY REQUESTING FUNDING FOR THE FIRST TIME)**
- 3) list of Board of Directors
- 4) organizational chart
- 5) copy of agency's by-laws and mission statement / core values
- 6) copy of detailed budget
- 7) most recent copy of independently audited financial statement (if not available, please submit an internally conducted and board approved financial audit)

All requested funds will be evaluated and recommended based upon their own merit. Applying for funds is in no way a guarantee for future funding. The Board of Commissioners reserves all rights to fund fully, partially, or none of outside agency requests.

Resources for Seniors, Inc.
Budget Attachment

13. Why is the Town of Wake Forest being asked for funds and how would funds allocated be used?

All of the Town's appropriations to RFS are used to offset a portion of the agency's cost at the Northern Wake Senior Center. Our on-site staff are responsible for operating the total program as well as for providing an Aging Services Center, information and referral, service access and intake, blood pressure and health screenings, legal assistance, support groups, and educational workshops. All other services provided by our agency can be accessed through this employee at the Center.

Specifically, the funds will be used for:

EXPENSE ITEMS	WAKE FOREST FUNDS
Center Coordinator	\$ 2,500
Fringe Benefits	250
Program Supplies	400
Printing and Copying	200
Postage	150
TOTAL	\$ 3,500



April 9, 2010

Ms. Aileen J. Staples
Finance Director
Town of Wake Forest
401 Elm Avenue
Wake Forest, NC 27587-2932

Dear Ms. Staples,

We are pleased to submit our funding application for the 2010-2011 fiscal year. The Chamber and Town have enjoyed a strong partnership over the years to create a positive business climate with a favorable economic impact on the community. At the direction of the Chamber's Board of Directors, this year we have significantly increased the time and resources allocated to building a thorough economic development plan and agenda for Wake Forest.

The requested funds will allow us to substantially build our program resulting in demonstrable results for the community at large. We look forward to continuing our partnership with the Town to create a premier economic development program serving our community. We have made great strides in building the capacity of our program over the past year and have a clear set of goals in place. Major focus for this fiscal year are Business Retention & Expansion, Development of Downtown, Marketing, Research and Data Collection, Small Business Development, Workforce Development, to name a few initiatives. The Wake Forest Area has a great opportunity for future sustainable growth.

We look forward to continuing our partnership with the Town to create a premier economic development program serving our community. If you have additional questions or need further information, please don't hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to read "Marla Akridge".

Marla Akridge, IOM
President

350 South White Street | Wake Forest NC 27587

919 556 1519 | 919 556 8570 fax

www.wakeforestchamber.org

TOWN OF WAKE FOREST
401 ELM AVENUE
WAKE FOREST, NC 27587
Phone: 554-6105 Fax: 556-2063

OUTSIDE AGENCY FUNDING APPLICATION

(Please type or print all information)

1. Agency Name: Wake Forest Area Chamber of Commerce, Inc.
2. Agency Mailing Address: 350 S. White Street, Wake Forest, NC 27587
3. Agency's Main Phone #: 919-556-1519 4. Website: www.wakeforestchamber.org
www.discoverwakeforest.org
5. Contact Person: Marla Akridge 6. Contact's Phone #: 919-556-1519
7. Contact's email: marla@wakeforestchamber.org 8. Agency's Director: Marla Akridge
8. Amount of Town Funding Appropriated:
- | | |
|---------------|----------|
| FY 2007-2008: | \$32,000 |
| FY 2008-2009: | \$95,640 |
| FY 2009-2010: | \$95,640 |
9. Amount of Town Funding Requested for FY 2010-2011: \$95,640.
10. What does your agency do? **See Attached 2010-2011 Economic Development Plan of Work** _____
-
12. What type of grant are you requesting? (*see Appendix A for clarification*) 1) one-time project grant 2) start-up grant for a new program, 3) start-up grant for a new nonprofit agency, or 4) sustaining grant.

We are requesting a sustaining grant.

13. Why are Town of Wake Forest funds being requested, and how would funds allocated be used? (*Attach an additional sheet if necessary*).

See Attached 2010-2011 Economic Development Plan of Work

14. Describe the circumstances that brought your agency into being. Please provide dates.

The Wake Forest Area Chamber of Commerce was founded in 1948. We are a private, 501C-6, non-profit corporation. The mission of the Chamber serves its members by encouraging profitable enterprise and social progress for the benefit of the community.

15. To whom does your agency provide services?

We serve existing businesses, entrepreneurs, potential developers, new industries, and investors.

16. What is the geographic service area of your agency?

The Chamber serves businesses in the greater Wake Forest Area. Wake Forest Economic Development specifically serves Wake Forest.

17. If your agency serves non Wake Forest residents, please indicate the approximate percentage of total persons served that live outside of the Wake Forest city limits N/A %.

18. What other area agencies provide similar services?

Wake County Economic Development provides economic development services at the county level and the Research Triangle Regional Partnership provides economic development services for a 15 county region.

19. List any of your agency's sponsors and/or affiliated agencies.

Non profit member business organization serving approximately 610 business members.

20. Does your agency contract with the Town of Wake Forest (**yes** or **no**), any agency of Wake County (**yes** or **no**), or the State of North Carolina (**yes** or **no**) for the provision of services? (*circle your responses*). If yes, list services provided and with what level of government.

Contract Economic Development Services for the Town of Wake Forest

21. Will an evaluation be made at the end of the funded period to determine if agency goals and objectives have been met? **yes** or **no** (*circle answer*)

22. Is your agency (*circle answer*):

Licensed or Certified by the State of North Carolina?

yes **no**

Chartered as a nonprofit corporation by the State of North Carolina? **yes** **no**

Certified by the Federal Government as a tax-exempt organization under 26 USC 501(c) (3)? **yes** **no**

23. How is your agency governed and managed? Please attach a list of your Board of Directors, an organizational chart, and a copy of your agency's by-laws.

The Wake Forest Area Chamber of Commerce is governed by a 15 member board of directors who are members of the Chamber and serve three year terms.

See attachments.

24. Is your agency accountable to a governmental agency? Yes or No (*circle answer*)
If yes, please list: _____

25. Provide the name and title of all bonded agency officials responsible for the authorization of expenditures and the disbursement of funds. Indicate the amount of each bond.

<u>Name & Title</u>	<u>Bond Amount</u>
Marla Akridge, President/CEO	\$ 500,000

26. If the Town of Wake Forest has previously funded your agency, indicate the percent of your total annual budget represented by Town funding:

FY 2005-2006	8%
FY 2006-2007	6%
FY 2007-2008	16%
FY 2009-2010	14%

What percent of your proposed 2010-2011 budget would the Town of Wake Forest requested funds represent?

FY 2010-2011	19%
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27. Does your agency have a detailed budget, which will control and guide the use of funds through the period funded? **yes** or **no** (*circle answer*)

28. Does a licensed CPA perform an annual audit for all funds handled by your agency? **yes** or **no** (*circle answer*) Annual Review & compilation

29. What is the period of your agency's fiscal year? **July** to **June**
month month

30. Is it anticipated that the Town will be asked to continue providing funds in the future?
yes or **no** (circle answer) If yes, estimate your request from the Town for the following years:

FY 2011-2012	\$96,400
FY 2012-2013	\$101,450

31. Other specific comments in support of your budget request.

Completed by: Marla Akridge

Title: President

Signature: _____

Date: April 9, 2010

***All following items must be submitted by April 12, 2010 for funding consideration:**

- 1) Outside Agency Funding Application
- 2) **copy of your current 501 (c) (3) nonprofit status certification letter (ONLY REQUESTING FUNDING FOR THE FIRST TIME)**
- 3) list of Board of Directors
- 4) organizational chart
- 5) copy of agency's by-laws and mission statement / core values
- 6) copy of detailed budget
- 7) most recent copy of independently audited financial statement (if not available, please submit an internally conducted and board approved financial audit)

All requested funds will be evaluated and recommended based upon their own merit. Applying for funds is in no way a guarantee for future funding. The Board of Commissioners reserves all rights to fund fully, partially, or none of outside agency requests.

WAKE FOREST 4TH OF JULY



P.O. BOX 466 · WAKE FOREST, N.C. 27588

April 12, 2010

Ms. Aileen Staples
Finance Director
Town of Wake Forest
401 Elm Avenue
Wake Forest, NC 27587

Dear Ms. Staples:

Enclosed you will find the Outside Agency Funding Application from the Wake Forest 4th of July Committee. As you will notice, we've asked for a substantial increase this year due to anticipation that our sponsorships from area local businesses will come in on a low side.

While we know the budget will be tight this year, we ask that our request be considered since our financial needs are approximately \$32,000.00 each year. Our celebration is widely known throughout Wake and surrounding counties and the attendance is over 5,000 people at our Fireworks Display on July 3rd and approximately 2,000+ kids with the Children's Parade, Art and Games-in-the-Park on the 4th.

We are proud to showcase Wake Forest!

Sincerely,

A handwritten signature in cursive script that reads "Rhonda Alderman".

Rhonda Alderman
President
Wake Forest 4th of July Committee

TOWN OF WAKE FOREST
401 ELM AVENUE
WAKE FOREST, NC 27587
Phone: 554-6105 Fax: 556-2063

OUTSIDE AGENCY FUNDING APPLICATION

(Please type or print all information)

1. Agency Name: Wake Forest 4th of July Committee
2. Agency Mailing Address: P O Box 466 Wake Forest, NC 27588
3. Agency's Main Phone #: _____ 4. Website: _____
5. Contact Person: Rhonda Alderman 6. Contact's Phone #: 919-812-9121
7. Contact's email: fireworklady@aol.com 8. Agency's Director: Rhonda Alderman

8. Amount of Town Funding Appropriated:

FY 2007-2008: \$ 3,500

FY 2008-2009: \$ 4,000

FY 2009-2010: \$ 4,000

9. Amount of Town Funding Requested for FY 2010-2011: \$ 10,000

10. What does your agency do? Plan and provide the annual 4th of July Festivities for Wake Forest to consist of: Fireworks, Band, Skydivers, Children's Parade, Art-in-the-Park and Games-in-the-Park.
- _____
- _____

12. What type of grant are you requesting? (see Appendix A for clarification) 1) one-time project grant 2) start-up grant for a new program, 3) start-up grant for a new nonprofit agency, or 4 sustaining grant.
- _____
- _____
- _____
- _____

13. Why are Town of Wake Forest funds being requested, and how would funds allocated be used? *(Attach an additional sheet if necessary).*

To provide the festivities for the annual 4th of July Celebration

(Fireworks, Band, Skydivers, Parade, Art and Games-in-the-Park) to the citizens of Wake Forest.

14. Describe the circumstances that brought your agency into being. Please provide dates.

volunteers 38 years ago

15. To whom does your agency provide services? Citizens in and around Wake Forest

16. What is the geographic service area of your agency? Wake Forest, North Raleigh, Youngsville, Rolesville, Henderson, Rocky Mount.

17. If your agency serves non Wake Forest residents, please indicate the approximate percentage of total persons served that live outside of the Wake Forest city limits 10 %.

18. What other area agencies provide similar services? Rolesville and Franklinton have 4th of July Celebrations on July 4th. Our fireworks are July 3rd.

19. List any of your agency's sponsors and/or affiliated agencies. Varies from year-to-year. We seek sponsorships from Wake Forest area businesses as well.

20. Does your agency contract with the Town of Wake Forest (**yes** or **no**), any agency of Wake County (**yes** or **no**), or the State of North Carolina (**yes** or **no**) for the provision of services? *(circle your responses)*. If yes, list services provided and with what level of government.

21. Will an evaluation be made at the end of the funded period to determine if agency goals and objectives have been met? **yes** or no *(circle answer)*

22. Is your agency (circle answer):

Licensed or Certified by the State of North Carolina?

yes no

Chartered as a nonprofit corporation by the State of North Carolina?

yes no

Certified by the Federal Government as a tax-exempt organization under 26 USC 501(c) (3)? pending

yes no

23. How is your agency governed and managed? Please attach a list of your Board of Directors, an organizational chart, and a copy of your agency's by-laws.

All volunteer organization with an elected President, Treasurer.

24. Is your agency accountable to a governmental agency? Yes or No (circle answer)
If yes, please list: _____

25. Provide the name and title of all bonded agency officials responsible for the authorization of expenditures and the disbursement of funds. Indicate the amount of each bond.

<u>Name & Title</u>	<u>Bond Amount</u>
<u>no bonded officials</u>	\$ _____
_____	\$ _____
_____	\$ _____

26. If the Town of Wake Forest has previously funded your agency, indicate the percent of your total annual budget represented by Town funding:

FY 2007-2008	<u>8.857</u> %
FY 2008-2009	<u>7.75</u> %
FY 2009-2010	<u>7.75</u> %

What percent of your proposed 2010-2011 budget would the Town of Wake Forest requested funds represent?

FY 2010-2011 31.25 %

27. Does your agency have a detailed budget, which will control and guide the use of funds through the period funded? yes or no (circle answer)

28. Does a licensed CPA perform an annual audit for all funds handled by your agency? yes or no (circle answer)

29. What is the period of your agency's fiscal year? July to June
month month

30. Is it anticipated that the Town will be asked to continue providing funds in the future?
yes or no (circle answer) If yes, estimate your request from the Town for the following years:

FY 2011-2012	\$ <u>10,000</u>
FY 2012-2013	\$ <u>10,000</u>

31. Other specific comments in support of your budget request.

The Fireworks this year will be at Heritage High School. While there appears to be more on-site parking, we lose the side street parking that we have at Wake Forest-Rolesville. We are considering hiring a bus for off-site parking and offer a park & ride service. We are only able to do this if we get adequate funding.

Completed by: Rhonda Alderman Title: President

Signature: Rhonda Alderman Date: 4-12-10

***All following items must be submitted by April 12, 2010 for funding consideration:**

- 1) Outside Agency Funding Application
- 2) **copy of your current 501 (c) (3) nonprofit status certification letter (ONLY REQUESTING FUNDING FOR THE FIRST TIME)**
- 3) list of Board of Directors
- 4) organizational chart
- 5) copy of agency's by-laws and mission statement / core values
- 6) copy of detailed budget
- 7) most recent copy of independently audited financial statement (if not available, please submit an internally conducted and board approved financial audit)

All requested funds will be evaluated and recommended based upon their own merit. Applying for funds is in no way a guarantee for future funding. The Board of Commissioners reserves all rights to fund fully, partially, or none of outside agency requests.



Downtown Revitalization Corporation

April 12, 2010

Ms. Aileen Staples
401 East Elm
Wake Forest, NC 27587

Dear Ms. Staples:

Enclosed for your review is the Wake Forest Downtown Revitalization Corporation's application for outside agency funding for the fiscal year 2010-2011. The Wake Forest DRC respectfully requests \$102, 724 from the Town of Wake Forest.

Enclosed are documents for your review:

- Agency funding application
- Proposed total annual budget
- Program of work for FY 2010-2011
- Organizational mission
- Bylaws for organization
- Organization chart
- Board of Director member list

Please contact me if you need any additional information regarding the Wake Forest DRC's application or upcoming program.

Warmly,

Maggie O'Neill
Executive Director
Wake Forest Downtown Revitalization Corporation
919-570-1372 (office)
919-225-3900 (cell)
Maggie@wakeforestdowntown.com

wakeforestdowntown.com

137 South White Street, Wake Forest, NC 27587 ■ PO Box 78, Wake Forest, NC 27588 ■ 919.570.1372 ■ 888.570.1372

TOWN OF WAKE FOREST
401 ELM AVENUE
WAKE FOREST, NC 27587
Phone: 554-6105 Fax: 556-2063

OUTSIDE AGENCY FUNDING APPLICATION

(Please type or print all information)

1. Agency Name: Wake Forest Downtown Revitalization Corporation
2. Agency Mailing Address: PO Box 78
3. Agency's Main Phone #: 919-570-1372 4. Website: www.wakeforestdowntown.com
5. Contact Person: Maggie O'Neill 6. Contact's Phone #: 919-570-1372
7. Contact's email: Maggie@wakeforestdowntown.com
8. Agency's Director: Maggie O'Neill
9. Amount of Town Funding Appropriated:

FY 2007-2008: \$ 108,470

FY 2008-2009: \$ 102,724

FY 2009-2010: \$ 102,724

10. Amount of Town Funding Requested for FY 2010-2011: \$ 102,724

11. What does your agency do?

The Wake Forest Downtown Revitalization Corporation preserves and supports the downtown environment and businesses that are the basis of the small town charm of Downtown Wake Forest as the heart of the community.

The Wake Forest DRC provides support for the downtown environment by implementing the four points of the Main Street Program: Organization, Promotion, Economic Restructuring, and Design. Organization works to expand the human and financial resources of the Wake Forest DRC to increase the involvement and investment in Downtown Wake Forest. Promotion works to attract more people to Downtown Wake

Forest and tells the Wake Forest DRC story to increase business and investment in Downtown Wake Forest. Design works to facilitate and encourage the preservation of the historic appearance of Downtown Wake Forest and improve the physical appearance of the Renaissance Area to preserve and enhance the unique characteristics of Downtown Wake Forest and build visual unity and connectivity in the Renaissance Area. Economic Restructuring works to retain and expand the economic assets of Downtown Wake Forest in a manner consistent with its small town charm to achieve a healthy downtown atmosphere.

12. What type of grant are you requesting? (*see Appendix A for clarification*) 1) one-time project grant 2) start-up grant for a new program, 3) start-up grant for a new nonprofit agency, or 4) sustaining grant.

The Wake Forest Downtown Revitalization Corporation is requesting a sustaining grant.

13. Why are Town of Wake Forest funds being requested, and how would funds allocated be used? (*Attach an additional sheet if necessary*).

The Wake Forest Downtown Revitalization Corporation respectfully requests \$102,724 from the Town of Wake Forest for general operating funds to support revitalization of Downtown Wake Forest and further implementation of the Renaissance Plan. The proposed budget, which was prepared during the annual Board of Directors retreat and with the assistance from the North Carolina Main Street Center, reflects the four point approach and associated tasks from each task force. The funds requested will provide for the organization's operating expenses, staff, and implementation of the Plan of Work. The additional \$30,500 in the budget below is reflective of the sponsorships and fees generated from the annual events.

CATEGORY	TOTAL BUDGET	PERCENTAGE
Staff	\$69,755.00	52%
Operating Expenses	\$14,395.00	11%
Marketing & Promotions Taskforce	\$40,250.00	30%
Design & Appearance Taskforce	\$1,950.00	2%
Economic Restructuring Taskforce	\$5,375.00	4%
Organization Taskforce	\$1,500.00	1%
Total	\$133,225.00	100%

Staff: Since April of 2009, the staff of the Wake Forest Downtown Revitalization Corporation has gone through several staff changes. Currently, staff includes one Executive Director. The organization is in the process of hiring a Program Assistant to provide support for marketing, events, database management and other duties as the come up. The breakdown in the staff category includes salary for both positions:

\$60,600 (ED at \$45,000 and PA at \$15,600); taxes at \$5,655; and workers comp and health insurance for \$3,500.

Operating Expenses: The operating expenses for the Wake Forest DRC reflect the most basic essentials for operating a non-profit. These include rent, P.O. Box, telephone, subscriptions, the annual financial review, liability insurance, and memberships. The category of operating expenses also includes training and travel to the annual North Carolina Main Street conference. The organization has worked with the help of volunteers and organizations such as the Southeastern Baptist Theological Seminary to lower our operating costs.

Organization Taskforce: The goal of the Organization Task Force is to expand the human and financial resources of the Wake Forest Downtown Revitalization Corporation by increasing activity, involvement, and investment in Downtown Wake Forest. The Board of Directors created three strategies to accomplish this goal: diversify funding by pursuing both public and private investment opportunities in order to achieve the Wake Forest DRC program of work; review and develop best practices for solid nonprofit operations (by-laws, personnel policies, procedures, financials, etc); and strengthen and develop partnerships between stakeholder organizations. Many of these strategies do not require funding. The Wake Forest DRC is asking for \$1,500 to accomplish the goals of the Organization Taskforce.

TASK	TOTAL BUDGET	PERCENTAGE
Fundraising	\$1000.00	66%
Retreat and New Member Training	\$500.00	33%
TOTAL	\$1,500.00	100%

Marketing and Promotions: The goal of the Marketing and Promotions Task Force is to attract more people to Downtown Wake Forest and to tell the story of the Wake Forest Downtown Revitalization Corporation story to increase business and investment in Downtown Wake Forest. The Board of Directors created four strategies to accomplish this goal: continue to create a unified visual message for Downtown Wake Forest; Continue and expand ways to tell the Downtown and the Wake Forest Revitalization Corporation's story; improve website optimization, develop a tagline and promote the Wake Forest Downtown Revitalization Corporation's message; and evaluate existing and/or potential events to see if they are effective in accomplishing the Wake Forest DRC's mission and vision. Last year, the task force's budget was \$3,700 and it has been increased this year to \$40,250. The difference in the two numbers is directly related the movement in the budget from separate line items of each event to the Marketing and Promotions Task Force. Each of the budget requests are directly related to one of the strategies outlined by the Board of Directors.

TASK	TOTAL BUDGET	PERCENTAGE
Rack Card Program	\$2,500.00	6%
Welcome Boxes	\$1,500.00	4%
Annual Report	\$250.00	1%
Newsletter	\$500.00	1%
Annual Meeting	\$1,500.00	4%
Annual Event	\$29,000.00	72%
Monthly Events (Art After Hours, etc)	\$5,000.00	12%
TOTAL	\$40,250	100%

Design: The goal of the Design Taskforce is to facilitate and encourage the preservation of the historic appearance of Downtown Wake Forest and to improve the physical appearance of the Renaissance Area by preserving and enhancing the unique characteristics of Downtown Wake Forest and to build visual unity and connectivity in the Renaissance Area. The Board of Directors created four strategies to accomplish this goal: develop phase two of the Wayfinding Plan; communicate and garner support for streetscape improvements; foster design improvements that enhance the unique architectural character of each individual building; and advocate for district development and redevelopment that is consistent with the vision of Downtown Wake Forest. Each of the budget requests are directly related to one of the strategies outlined by the Board of Directors.

TASK	TOTAL BUDGET	PERCENTAGE
SEP Communication	\$250.00	13%
Façade Redevelopment Program	\$500.00	26%
Historic Properties Workshop	\$750.00	38%
Historic Tax Credit Materials	\$250.00	13%
Wayfinding Presentations	\$200.00	10%
TOTAL	\$1,950.00	100%

Economic Restructuring: The goal of the Economic Restructuring Taskforce is to retain and expand Downtown Wake Forest in a manner consistent with its small town charm to achieve a healthy downtown environment. The Board of Directors created three strategies to accomplish this goal: solicit more private developers/investors/business owners to attract more traffic-generating businesses; develop business incentives designed to encourage business development consistent with the Renaissance Plan; maintain and provide relevant and accurate business and property data for Downtown Wake Forest. Each of the budget requests are directly related to one of the strategies outlined by the Board of Directors.

TASK	TOTAL BUDGET	PERCENTAGE
Development Forum	\$1,500.00	30%
Recruitment Packets	\$1,000.00	19%
Tear Sheet/Elevator Sheet	\$250.00	4%
Networking Events	\$250.00	4%
Sunday Concert Series	\$1,375.00	26%
Real Estate Sheets	\$250.00	4%
Downtown Database	\$500.00	9%
Business Surveys	\$250.00	4%
TOTAL	\$5,375.00	100%

14. Describe the circumstances that brought your agency into being. Please provide dates.

The Wake Forest Downtown Revitalization Corporation was formed in 1984 by a group of citizens concerned by the increasing vacancies in Downtown. Over the years, the organization's volunteers have maintained the community need for a group dedicated to planned growth of Downtown and the need for the preservation of the history of Downtown Wake Forest. Currently, a volunteer Board discusses many of the same issues discussed 20 years ago, but on a different scale. The organization provides a voice for Downtown to local, regional, and federal agencies.

15. To whom does your agency provide services?

The Wake Forest DRC serves anyone interested in Downtown Wake Forest. Our specific programs benefit the downtown stakeholders, including business and property owners, business operators, residents, and visitors. We also serve civic organizations, government officials and other people interested people in Downtown by providing information about the district.

16. What is the geographic service area of your agency?

The boundaries of the Wake Forest DRC service area are consistent with the boundaries of the Renaissance Area and the Municipal Service District.

17. If your agency serves non Wake Forest residents, please indicate the approximate percentage of total persons served that live outside of the Wake Forest city limits 0 %.

18. What other area agencies provide similar services

There are no other agencies that focus entirely on the health and vitality of Downtown Wake Forest.

19. List any of your agency's sponsors and/or affiliated agencies.

The Wake Forest DRC works in direct cooperation with the Town of Wake Forest, the Wake Forest Chamber of Commerce, the Wake Forest Cultural Arts Association, the Wake Forest Boys and Girls Club, the Wake Forest Junior Woman's Club, the North Carolina Department of Commerce, the North Carolina Main Street Program, the North Carolina Downtown Development Association, the North Carolina Department of Cultural Resources, and the National Main Street Center.

The Wake Forest DRC raised 5.2% of our total budget from event sponsorships totaling \$6,620. All the sponsorship money was used to support three of the four major downtown events Downtown: the Autumn Arts Festival, the Lighting of Wake Forest, the Christmas Parade, and the Renaissance Ball. An additional 12% of the Wake Forest DRC's budget totaling 15,300 was raised through entry fees and tickets to events. This year the Board of Directors started an annual fundraising campaign. Of the 200 letters and calls made, sponsorships obtained totaled \$1,475 or 1% of the total budget.

20. Does your agency contract with the Town of Wake Forest (yes or **NO**), any agency of Wake County (yes or **NO**), or the State of North Carolina (yes or **NO**) for the provision of services? (*circle your responses*). If yes, list services provided and with what level of government.

The Wake Forest DRC has no direct contract with any agency to provide a specific service. We work together as needed with local, County, State and federal agencies as needed.

21. Will an evaluation be made at the end of the funded period to determine if agency goals and objectives have been met? **YES** or no (*circle answer*)

22. Is your agency (*circle answer*):

Licensed or Certified by the State of North Carolina? **YES** no

Chartered as a nonprofit corporation by the State of North Carolina? **YES** no

Certified by the Federal Government as a tax-exempt organization under 26 USC 501(c) (3)? **YES** no

23. How is your agency governed managed? Please attach a list of your Board of Directors, an organizational chart, and a copy of your agency's by-laws.

The Wake Forest DRC Board of Directors is governed by 10 to 15 board members. Five Board members are approved by the Wake Forest Board of Commissioners and five to ten board members are elected from within the Wake Forest DRC Board of Directors. The Board of Directors appoints an Executive Director to carry out the goals of the Board of Directors. The Executive Director oversees the staff members and volunteers. The organization has nearly 200 volunteers that provide thousands of volunteer hours. Attached are the by-laws, Board of Directors, and an updated organizational chart.

24. Is your agency accountable to a governmental agency? **YES** or No (*circle answer*)

If yes, please list: Five members of the Wake Forest DRC Board of Directors are appointed by the Wake Forest Board of Commissioners

25. Provide the name and title of all bonded agency officials responsible for the authorization of expenditures and the disbursement of funds. Indicate the amount of each bond.

Each Board of Director and the Executive Director is insured at \$1,000,000. The organization does not have any specific bonded positions.

<u>Name & Title</u>	<u>Bond Amount</u>
_____	\$ _____
_____	\$ _____
_____	\$ _____

26. If the Town of Wake Forest has previously funded your agency, indicate the percent of your total annual budget represented by Town funding:

FY 2007-2008	76%
FY 2008-2009	74%
FY 2009-2010	81%

What percent of your proposed 2010-2011 budget would the Town of Wake Forest requested funds represent?

FY 2010-2011	77%
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27. Does your agency have a detailed budget, which will control and guide the use of funds through the period funded? **YES** or **no** (*circle answer*)

28. Does a licensed CPA perform an annual audit for all funds handled by your agency?

YES or **no** (circle answer)

29. What is the period of your agency's fiscal year?

July to June
month month

30. Is it anticipated that the Town will be asked to continue providing funds in the future?

YES or **no** (circle answer) If yes, estimate your request from the Town for the following years:

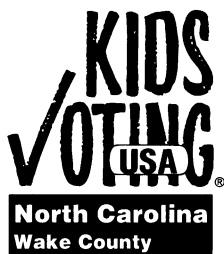
FY 2011-2012	\$102,725
FY 2012-2013	\$102,725

31. Other specific comments in support of your budget request.

Starting in November 2009, the Wake Forest DRC kicked off the annual sponsorship campaign. Board members sent out over 200 direct letters, called potential donors and presented materials to businesses and supporters. Due to the economy, the results were not quite as fruitful as hoped. The exercise did present several leads and allowed the organization to get our message out.

This year board members and staff will continue to present funding opportunities for the organization and downtown projects. While our submitted budget does not depend on fundraising outside of the normal event sponsorship, the Board of Directors has identified other projects they would like to complete as annual sponsorships are obtained. These projects include attending retail conferences to recruit specific businesses, preliminary work on the Wait Street Project, and creating "commercials" for downtown events and unique characteristics.

Completed by: Maggie O'Neill Title: Executive Director
Signature: Maggie O'Neill Date: April 12/2010



Armstrong Relocation Company, Inc.
CBC/WRAL Community Fund of Triangle
Community Foundation
City of Raleigh
Progress Energy
The News & Observer
State of North Carolina
Town of Cary

2010 Officers

Board Chair
Merritt Brinkley
Jr. League of Raleigh

Board Vice Chair

Treasurer
Brian Summers
Capital Bank

Secretary
Rebecca Bradley
First Citizens Bank

2010 Directors

Rebecca Bradley
First Citizens Bank

Merritt Brinkley
Jr. League of Raleigh

Peter J. Cotter
Burger King

T. Sean Edmiston
Pinpoint Communications

Kimberly Gay
WakeMed

Rob Hines
NCDPI

Matt McGuire
Alston & Bryd, LLP

Thomas W. Steed, Jr.
*Wake County Board of
Elections*

Oliver Spencer
The Department of Marketing

Brian Summers
Capital Bank

Legal Counsel
Jack Nichols

**Immediate Past Executive
Director**
Lynn H. Pearce

April 12, 2010

Ms. Aileen J. Staples
Finance Director
Town of Wake Forest
401 Elm Avenue
Wake Forest, NC 27587

Dear Ms. Staples:

On behalf of Kids Voting NC/Wake County I would like to thank the Town of Wake Forest for their continued partnership with our organization since 2002. **In 2009 in two elections Wake County 14,553 kids voted at 104 official polling sites and in 58 Wake County based schools.**

In 2010 Kids Voting NC Wake County will continue to provide all teachers in the Wake County Schools with the 2010 Educators' Lessons and Activities Guide which helps prepare students for the upcoming election through classroom activities as well as provide all students of Wake County with a ballot on Election Day. We are also planning to co-host with the NC Museum of History a Campaign Forum. Candidates will be invited from Congressional Districts 2, 4 and 13 and Wake County candidates. We are therefore asking the Town of Wake Forest for support in the amount of \$1,600 as we prepare for the 2010 elections.

Kids Voting NC Wake County is a private, nonprofit, nonpartisan organization that educates Wake County's youth about the importance of being informed citizens and the responsibilities of voting to sustain a democracy.

Kids Voting replicates the official voting process so that students can go to official polling sites on Election Day accompanied by a parent or other guardian. Kids Voting cuts across all boundaries – geographic, ethnic, cultural and demographic – to encourage everyone to vote. Each Kids Voting site needs a sufficient supply of ballots, voting booths, t-shirts, training materials, I Voted stickers, pencils, and many other materials to ensure that the day runs smoothly for volunteers.

Our Mission

Kids Voting
NC/Wake County
creates an active and
informed electorate
by engaging students
and the community
in the
democratic process.

*Building
better
voters,
one
student
at
a time.*

We know that circumstances do not permit that realistic experience for some students; therefore as in the past several years we will again provide the opportunity for students to vote with their teachers in the classroom. If the school elects to, any school can be a polling place. Results are reported by news media, just like adult results

Two elections will take place this year: May 4, Primary Election Day and November 2 General Election Day. Kids Voting Wake County will be participating in the General Election on November 2 in all Wake County precincts and in all the Wake County public and private schools. Kids Voting Wake County hopes that the Town of Wake Forest support the mission of Kids Voting in 2010.

In addition to the Town of Wake Forest's generous support, we were extremely proud to receive financial commitments from other government entities; City of Raleigh, Towns of Apex, Cary, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Wendell, and Zebulon in 2009-2010. All contributions will be used to support Kids Voting's participation in Wake County.

Yours for the future of democracy,

Lynn H. Pearce
Kids Voting NC Wake County
919-341-2398

**TOWN OF WAKE FOREST
401 ELM AVENUE
WAKE FOREST, NC 27587
Phone: 554-6105 Fax: 556-2063**

OUTSIDE AGENCY FUNDING APPLICATION

1. Agency Name: Kids Voting NC/Wake County
2. Agency Mailing Address: P.O. Box 10388, Raleigh, NC 27605
(Physical address) 401 Oberlin Road, Raleigh, NC 27605
3. Main Telephone: 919-341-2398
4. Website:
5. Contact Person: Merritt Brinkley, Board Chair
6. Contact's Phone: 919-418-4442 or Kids Voting Office 919-341-2398
7. Contact's Email:
8. Agency's Acting Director: Lynn H. Pearce
8. Amount of Town funding Appropriated FY 2007 – 2008: \$ 1000
Amount of Town funding Appropriated FY 2008 – 2009: \$ 1000
Amount of Town funding Appropriated FY 2009 – 2010: \$ 1600
9. Amount of Town funding requested FY 2010-2011: \$ 1600
10. What does your agency do?

Kids Voting NC Wake County is a private, nonprofit, nonpartisan organization that educates Wake County's youth about the importance of being informed citizens and the responsibilities of voting to sustain a democracy. Our mission is to create an active and informed electorate by engaging students and the community in the democratic process. Kids Voting cuts across all boundaries – geographic, ethnic, cultural and demographic – to encourage everyone to vote.

The goal of Kids Voting is to create an active and informed electorate by engaging students and the community in the democratic process. Kids Voting has two main objectives:

1) To provide all teachers and educators in Wake County access to the New Lessens and Activities - *Educators' Guide*. This is the latest version of the one-of-a-kind, teacher-acclaimed civics education lessons and activities CD from Kids Voting USA. The *Educators Guide* is aligned with the North Carolina Standard Course of Study for Social Studies, Language Arts and Mathematics and with current Wake County education standards. The curriculum makes it is easy for teachers and educators to individualize lesson plans and efficiently access activities and lessens that are directly correlated on the CD to the North Carolina Standard Course of Study – Goals and Objectives by grade. Many of the activities encourage parent-child discussions, as well as classroom

dialogue. Some of the more popular exercises include giving students the opportunity to register to vote and how to become an informed voter.

2) To replicate the election process for kids. Kids Voting is the only organization that virtually replicates the official voting process. Students are able to go to official polling sites on Election Day accompanied by a parent or other adult guardian. Also, in 2009, we will continue to offer ballots to teachers so they may set up a polling site at each schools request. By adding this in the schools students will benefit in at least three areas 1. Hispanic youth -- many of whom have immigrant parents who can not vote and but are themselves citizens, 2. youth from lower income families, 3. single family parents juggling other life challenging mandatory tasks that cannot get their children to the precinct sites.

12. What type of grant are you requesting?

Sustaining Grant. Wake County has elections every year. We at Kids Voting believe that local elections are just as important as presidential.

13. Why are Town of Wake Forest funds being requested, and how would funds allocated be used?

Each year, Kids Voting sets up special areas in each official Wake County polling sites for students to vote on Election Day. The cost per student ranges between \$.67 and \$2.00 per student depending on the amount of students that vote. In 2008, the cost per student was \$.67 per student, the lowest since 1996. In 2009, the cost was \$.82 per student . Again we experienced 49% repeat kid voters across Wake County. Students vote on their own ballots in their own voting booths. They receive an "I Voted" sticker just like their parents/guardians do. We are requesting from the Town of Wake Forest in the amount of \$1600 to help support the items needed to ensure a successful election and meaningful experience for all participating Wake County Student. Some of the items the funds would support include: ballot production and distribution; volunteer recruitment and training materials; and supplies for new polling sites and replacement supplies.

14. Describe the circumstances that brought your agency into being. Please provide dates.

Adult Voter numbers are decreasing. We are training the future generations of educated, civic minded, participating adults. Kids Voting began in 1988 in Phoenix, Arizona. The program began expanding nationally in 1992. North Carolina has 25 counties participating in the kids voting process. Wake County participated for the first time in the 1996 national election. The program experienced over 44,000 kids voters in 1996. The number of kid voters increased in 2007 local elections to 19,784. And in 2008 presidential elections 68,957 kids voted and 49% were repeat voters. In 2009 local elections we did have a goal of over 30,000 kid voters and received 14,553. A disappointing number, but the largest for a local election. And we know this will have a direct impact on increasing the adult voters.

15. To whom does your agency provide services?

The Kids Voting organization provides services to all kids in Wake County through the educators and teachers in public, private, charter, parochial and home schools throughout the year to prepare students to vote each fall. Kids Voting makes interactive civics education lessons available to all Wake County educators at no charge. This year curriculum and voting day activities are offered to more than 145,000 students and more than 9,000 teachers in Wake County. We will distribute more than 8,800 CD's.

16. What is the geographic service area of you agency?

Wake County. Kids Voting NC/Wake County is a local affiliate of a national program. Kids Voting NC is located in Greensboro and was established to open new programs throughout the state. Kids Voting Wake County began in 1996 and was established to serve all students in Wake County's 12 municipalities and county's unincorporated areas.

17. If your agency serves non Wake Forest residents, please indicate the approximate percentage of total persons served that live outside of the Wake Forest city limits.

94.1 %

(Please see Attachment 1 - Wake Forest Schools Student Enrollment spreadsheet)

18. What other area agencies provide similar services?

There are no other agencies that provide similar services.

19. List any of your agency's sponsors and/or affiliated agencies.

See Attached 2009 Tax Return and Audit Report

2009 Corporate Partners remained the same— \$500 or above: The News & Observer; Progress Energy; WakeMed; Armstrong Relocation; Burger King; IBM; AdVent Screen Printing; Applebee's; Barkley Law Offices; WRAL/Capitol Broadcasting Company; CapStrat; CiCi's Pizza; PSNC Energy; State Farm Insurance; Golden Corral; Dilley Orthodontics; First Citizens; PSNC Energy; Joesph C. Woodard Printing Company;

2009 Public Partners – City of Raleigh; Town of Apex, Town of Cary; Town of Fuquay-Varina; Town of Garner; Town of Holly Springs; Town of Knightdale; Town of Morrisville; Town of Rolesville; Town of Wake Forest; Town of Wendell; Wake County; Wake County Public Schools; Wake County Evaluation and Research Office; Wake County Board of Elections; Wake County PTA Council; NC Museum of History

2009 Board of Directors – 100% of board provided financial support

2009 New Service Group Partnerships – Girl Scouts, Boy Scouts, YMCA -Youth in Government, Southeast Regional and Fuquay-Varina Libraries, NC Youth Advocacy – Youth in Government; Cary Teen Council; Wake Forest Woman's Club; Wake Forest/Rolesville Key Club

20. Does your agency contract with the Town of Wake Forest, any agency of Wake County, or the State of North Carolina for the provision of services?

No, we do not contract with any agency for the provision of services.

21. Will an evaluation be made at the end of the funded period to determine if the agency goals and objectives have been met?

Yes, we evaluate number of kids that vote, how many are repeat voters, how many teachers utilize the teaching materials, the number of volunteers and survey participants.

22. Is your agency:

Licensed or Certified by the State of North Carolina? Yes

Chartered as a nonprofit corporation by the State of North Carolina? Yes

Certified by the Federal Government as a tax exempt organization under 26 USC 501(c)(3)? Yes

23. How is your agency governed and managed?

Kids Voting NC/Wake County is governed by a volunteer board of directors and managed by a full-time paid Executive Director.

Attachment 3 - Board of Directors list

Attachment 4 - By-Laws of Kids Voting Wake County, Inc.

24. Is your agency accountable to a governmental agency? No

25. Provide the name and title of all bonded agency officials responsible for the authorization of expenditures and the disbursement of funds. Indicate the amount of each bond.

<u>Name & Title</u>	<u>Bond Amount</u>
Merritt Brinkley, Board Chair	N/A
Pete Cotter, Immediate Past Board Chair	N/A
Brian Summers, Board Treasurer	N/A
Lynn H. Pearce, Acting Executive Director	N/A

26. If the Town of Wake Forest has previously funded your agency, please indicate the percent of your total annual budget represented by Town funding:

FY 2007-2008	.9%
FY 2008-2009	1%
FY 2009-2010	1%

What percent of your proposed 2010-2011 budget would Town of Wake Forest requested funds represent?

FY 2010-2011 1%

27. Does your agency have a detailed budget, which will control and guide the use of funds through the period funded? No
Board is transitioning to a new director with more board participation is day to day activities.

28. Does a licensed CPA perform an annual audit for all funds handles by your agency?
No, a Review is now required, not an Audit

29. What is the period of your agency's fiscal year? January 1 to December 31

30. Is it anticipated that the Town will be asked to continue providing funds in the future?
Yes, due to increased students in Wake Forest schools.

Yes

Estimate for following years:	FY 2011 – 2012	\$ 1600
	FY 2012 – 2013	\$ 1600

31. Other specific comments in support of your budget request.

We understand with the lack of adult participation in the voting process and know with education we can change the habits of future generations. Most of our kids do not have the opportunity to vote, therefore we have distributed in each classroom, with the approval of the WCPSS, curriculum CD's and ballots during the election process in Wake County. These are distributed to all teachers upon their request. **Your funding is critical to assist us with the purchase of the ballots and CD materials.** The more kids that are educated and then vote, the more cost effective the program and the long range goals will be met **"building better voters, one student at a time"**.

Completed by: Lynn H. Pearce

Title: Acting Executive Director

Date: April 12, 2010

April 5, 2010

**Ms. Aileen Staples
Finance Director
Town of Wake Forest
401 Elm Avenue
Wake Forest, NC 27587**

Dear Ms. Staples,

On Behalf of over 1,000 children and teens served by the Wake Forest Boys & Girls Club, we thank you for inclusion in the FY 2009-2010 budget. The funds were used to increase our staffing structure in order to offer more quality programs to our growing membership.

The Wake Forest Boys & Girls Club respectfully requests to again be granted \$7,500 in the FY 2010-2011 Town of Wake Forest budget. These funds will help sustain Club programming for children and teens in the coming fiscal year.

Thank you for your consideration of our application and for your continued support of the Club.

Sincerely,

**Jessica Bullock
Club Director
Wake Forest Boys & Girls Club**



BOYS & GIRLS CLUBS

TOWN OF WAKE FOREST
401 ELM AVENUE
WAKE FOREST, NC 27587
Phone: 554-6105 Fax: 556-2063

OUTSIDE AGENCY FUNDING APPLICATION

(Please type or print all information)

1. Agency Name: Wake Forest Boys & Girls Club
2. Agency Mailing Address: 701 N. Raleigh Blvd. Raleigh, NC 27610
3. Agency's Main Phone #:919.834.6282 Website: www.wakebgc.org
5. Contact Person: Jessica Bullock 6. Contact's Phone #:919.556.7266
7. Contact's email: jbullock@wakebgc.org 8. Agency's Director: Ralph E. Capps-CPO
8. Amount of Town Funding Appropriated:

FY 2007-2008: \$7,500

FY 2008-2009: \$7,500

FY 2009-2010: \$7,500
9. Amount of Town Funding Requested for FY 2010-2011: \$7,500
10. What does your agency do?
Boys & Girls Clubs provide children and teens ages 6 to 18 a safe place to learn and grow. Members interact with caring adult professionals and participate in life enhancing programs and opportunities. Children and teens are exposed to programs and activities in five core areas: the arts; education and career development; health and life skills; sports, fitness and recreation; and character and leadership development.
12. What type of grant are you requesting? *(see Appendix A for clarification)* 1) one-time project grant 2) start-up grant for a new program, 3) start-up grant for a new nonprofit agency, or 4) sustaining grant.
Sustaining grant

13. Why are Town of Wake Forest funds being requested, and how would funds allocated be used? *(Attach an additional sheet if necessary).*

Town funds used in the past three years have helped sustain the staffing needs at the Club. These funds have allowed the Club to employ additional staff that provides programs for the growing membership. During the next fiscal year these funds will continue to support this position.

14. Describe the circumstances that brought your agency into being. Please provide dates.

The Wake Forest Boys & Girls Club was established in June of 1986 with the help of the United Way of the Greater Triangle (formerly Triangle United Way), Wake County Public Schools and individuals from the town. The Club was opened to give area youth quality leisure time programs after school, on Saturdays, on teacher work days and during the summer break.

15. To whom does your agency provide services?

Youth 6 to 18 years of age

16. What is the geographic service area of your agency?

Wake Forest, northern Wake County and Franklin County

17. If your agency serves non Wake Forest residents, please indicate the approximate percentage of total persons served that live outside of the Wake Forest city limits 32%.

18. What other area agencies provide similar services?

The Wake Forest Boys & Girls Club is the only agency specifically designed to serve children and teens 6 to 18 years of age.

19. List any of your agency's sponsors and/or affiliated agencies.

Boys & Girls Clubs of America and United Way of the Greater Triangle

20. Does your agency contract with the Town of Wake Forest (**no**), any agency of Wake County (**yes**), or the State of North Carolina (**yes**) for the provision of services? If yes, list services provided and with what level of government.

Wake County Health & Human Services; Wake County 4-H Youth Development; Wake County ABC Board; North Carolina Department of Health & Human Services

21. Will an evaluation be made at the end of the funded period to determine if agency goals and objectives have been met? **yes**

22. Is your agency (*circle answer*):

Licensed or Certified by the State of North Carolina? **no**

Chartered as a nonprofit corporation by the State of North Carolina? **yes**

Certified by the Federal Government as a tax-exempt organization under 26 USC 501(c) (3)? **yes**

23. How is your agency governed and managed? Please attach a list of your Board of Directors, an organizational chart, and a copy of your agency's by-laws.

Volunteer Board of Directors

24. Is your agency accountable to a governmental agency? **Yes**

If yes, please list:

Meeting grant goals & requirements with Wake County ABC Board (SMART Moves Program), Wake County 4-H Youth Development (Super Seed) and North Carolina Health and Human Services (Power Hour education program)

25. Provide the name and title of all bonded agency officials responsible for the authorization of expenditures and the disbursal of funds. Indicate the amount of each bond.

<u>Name & Title</u>	<u>Bond Amount</u>
_____	\$ _____
_____	\$ _____
_____	\$ _____

26. If the Town of Wake Forest has previously funded your agency, indicate the percent of your total annual budget represented by Town funding:

FY 2007-2008	<u>5%</u>
FY 2008-2009	<u>3%</u>
FY 2009-2010	<u>3.5%</u>

27. What percent of your proposed 2010-2011 budget would the Town of Wake Forest requested funds represent?

FY 2010-2011	<u>3.5%</u>
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27. Does your agency have a detailed budget, which will control and guide the use of funds through the period funded? **yes**

28. Does a licensed CPA perform an annual audit for all funds handled by your agency?
yes

29. What is the period of your agency's fiscal year? July to June
month month

30. Is it anticipated that the Town will be asked to continue providing funds in the future?
yes If yes, estimate your request from the Town for the following years:

FY 2011-2012	<u>\$8,000</u>
FY 2012-2013	<u>\$8,000</u>

31. Other specific comments in support of your budget request.

The Wake Forest Boys & Girls Club currently serves 1,100 school aged youth from the area; especially those youth that need us the most. Activities, programs and services are what attract youth to the Club. It is essential to have qualified and trained staff to run these programs.

Completed by: Jessica Bullock Title: Club Director

Signature: _____ Date: _____

***All following items must be submitted by April 12, 2010 for funding consideration:**

- 1) Outside Agency Funding Application
- 2) **copy of your current 501 (c) (3) nonprofit status certification letter (ONLY REQUESTING FUNDING FOR THE FIRST TIME)**
- 3) list of Board of Directors
- 4) organizational chart
- 5) copy of agency's by-laws and mission statement / core values
- 6) copy of detailed budget
- 7) most recent copy of independently audited financial statement (if not available, please submit an internally conducted and board approved financial audit)

All requested funds will be evaluated and recommended based upon their own merit. Applying for funds is in no way a guarantee for future funding. The Board of Commissioners reserves all rights to fund fully, partially, or none of outside agency

Town of Wake Forest BUDGET PROCESS

The Town's budgets are adopted as required by the North Carolina General Statutes. An annual budget is adopted for the General Fund, Special Revenue and the Enterprise Funds. Project ordinances are adopted for Capital Projects and proprietary capital improvements. All budgets are prepared using the modified accrual basis of accounting.

Budgetary control is exercised at the department level or by project. The Town Manager is authorized by the budget ordinance to transfer appropriations between functional areas within a fund without limitation and may transfer appropriations up to \$25,000 between financial areas within a fund with an official reporting to the Board. During the year, several amendments to the original budget were necessary, the effects of which were not material.

A budget calendar is included in the North Carolina General Statutes which prescribes the last day on which certain steps of that budget procedure are to be performed. The following schedule lists the tasks to be performed and the date by which each is required to be completed.

- April 30 - Each department head will transmit to the budget officer the budget requests and the revenue estimates for their department for the budget year.
- June 1 - The budget and the budget message shall be submitted to the governing board. The public hearing on the budget shall be scheduled at this time.
- July 1 - The budget ordinance shall be adopted by the governing board.

The following schedule outlines the FY 2010-2011 budget process of the Town:

<u>DATE</u>	<u>ACTIVITY</u>	<u>RESPONSIBILITY</u>
March 2010	Distribute Budget packages to Department Heads	Finance Director
March 16, 2010	Public Hearing to receive input on Budget needs	Finance Director Town Clerk
April 13, 2010	Complete and return Budget requests to Finance Department	Department Heads
April 2010	Meet with Department Heads to review Budget requests	Town Manager Deputy Town Manager Finance Director
April- May 2010	Finalize recommended Budget	Town Manager Finance Director
May 4, 2010	Present recommended Budget to Board of Commissioners	Town Manager
May 18, 2010	Public Hearing on Budget Proposal	Town Manager Town Clerk
May/June 2010	Conduct Budget work sessions with Board of Commissioners	Town Manager Finance Director Department Heads
June 15, 2010	Adopt Budget Ordinance	Board of Commissioners

As required by State law [G.S. 159-26(d)], the Town maintains encumbrance accounts which are considered to be "budgetary accounts". Encumbrances outstanding at year-end represent the estimated amounts of the expenditures ultimately to result if unperformed contracts in progress at year end are completed. Encumbrances outstanding at year-end do not constitute expenditures or liabilities. These encumbrances outstanding are reported as "reserved for encumbrances" in the fund balance section of the balance sheet and will be charged against the subsequent year's budget.

Town of Wake Forest BUDGETED FUNDS

The accounts of the Town are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. The account groups are not funds but are a reporting device used to account for certain assets and liabilities of the governmental funds that are not recorded directly in those funds.

The following fund categories, further divided by fund type are subject to appropriation:

Governmental Funds are used to account for governmental functions. Governmental funds include the following fund types:

General Fund - The General Fund is the general operating fund of the Town. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, State grants, and various other taxes and licenses. The primary expenditures are for public safety, street maintenance and construction, and sanitation services.

Special Revenue Fund - The Special Revenue Fund accounts for specific revenue sources that are legally restricted to expenditures for specified purposes. The Town maintains three Special Revenue Funds, the Downtown Municipal Service District Fund, the Police Department Special Funds and the Centennial Celebration Fund.

Proprietary Funds include the following fund type:

Enterprise Funds - Enterprise Funds account for those operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Town has one Enterprise Fund: the Electric Fund.

In accordance with North Carolina General Statutes, all funds of the Town are budgeted and maintained during the year using the modified accrual basis of accounting. The governmental fund types are presented in the financial statements on this same basis. Under the modified accrual basis, revenues are recognized in the accounting period when they become susceptible to accrual (i.e., when they are "measurable" and "available") to pay the liabilities of the current period. In addition, expenditures are recorded when the related fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due, and certain compensated absences and claims and judgments, which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

Proprietary funds are presented in the financial statements on the accrual basis of accounting. Under this basis, revenues are recognized in the accounting period when earned and expenses are recognized in the period they are incurred.

GLOSSARY OF BUDGET TERMS

Ad Valorem Tax. A property tax levied according to assessed value.

Annual Budget. A budget covering a single fiscal year (July 1 – June 30).

Appropriation. The amount budgeted on a yearly basis to cover projected expenditures which have been legally authorized by the Board of Commissioners.

Assessed Valuation. The value real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment. The process for determining values of real and personal property for taxation purposes.

Budget. A plan covering a fiscal year which projects expenditures for providing services and revenues to finance them. The Town's adopted budget is the official expenditure policy of the Board of Commissioners and an effective tool for managing Town operations. The budget is the legal instrument by which Town funds are appropriated for specific purposes and by which Town government positions are authorized. N.C. General Statutes require the budget to be balanced.

Budget Document. A formal document presented to the Board of Commissioners containing the Town's financial plan for a fiscal year. The budget document is divided into three major parts; the budget message, an operating budget, and a capital improvement budget. The operating budget and capital improvement budget sections contain summaries of expenditures and revenues along with program and project descriptions. The Budget document is presented in two phases, preliminary and final, the latter of which reflects the budget as adopted by the Board of Commissioners.

Budget Message. A written overview of the proposed budget from the Town Manager to the Mayor and Board of Commissioners which discusses the major budget items and the Town's present and future financial condition.

Budgetary Control. The control or management of a government in accordance with an approved budget to keep expenditures within the limitations of available appropriations and revenues.

Capital Outlay. Expenditure resulting in the acquisition of or addition to the Town's general fixed assets costing more than \$5,000 and having a useful life of greater than three years.

Capital Improvement Plan. A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources, that the Town expects to carry out over a five-year period. The program is updated annually to reassess capital needs and for the preparation of the capital budget.

Contingency. An appropriation of funds to cover unanticipated events that may occur during the fiscal year. Transfers from this line item must be approved by the Board of Commissioners. North Carolina General Statutes require that the contingency amount be limited to 5% of the other appropriations within a respective fund.

Deficit. An excess of expenditures over revenues or expense over income.

Due from Other Funds. An asset (receivable) account used to indicate amounts to be received from another fund for goods sold or services rendered.

Due to Other Funds. A liability (payable) account used to indicate amounts owed to a particular fund by another fund for goods sold or services rendered.

Encumbrances. A financial commitment for services, contracts, or goods which have not, as of yet, been delivered or performed.

Enterprise Fund. A fund which accounts for the operations that are financed from user charges and whose operation resembles a business. The Electric Fund is an example of an enterprise fund.

Expenditures. Outflows of net financial resources. They include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements, and shared revenues.

Fiscal Year. A twelve month period (July 1 through June 30) to which the annual operating budget applies and at the end of which an assessment is made of the Town's financial condition and performance of its operations.

Franchise Tax. A tax levied on the gross sales of Public Utilities. Such taxes were assessed by the state as a function of permitting the respective utilities to do business in the state of North Carolina. Such taxes are shared between the state and its municipalities according to the respective ratio of gross sales within those jurisdictions.

Fund. An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations (i.e. General Fund).

Fund Balance. The difference between fund assets and fund liabilities of the governmental unit.

General Fund. A fund which provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, sanitation, or street maintenance are accounted for in this fund.

General Government. A category of expenditures which includes the departments who provide legislative, administrative, policy development, and other central services for the Town.

Grants. A contribution or gift in cash or other assets from another government to be used for a specific purpose. For example, a grant from the State of North Carolina for the construction of a major highway.

Installment-Purchase Agreements. A method of purchasing equipment in which payments are spread out over a three or five year period.

Interest and Penalties on Taxes. Uncollected interest and penalties on ad valorem taxes.

Interfund Accounts. Accounts that reflect transfers between funds (i.e. annual allocation from Electric Fund to General Fund).

Intergovernmental Revenues. Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

Levy. The amount of tax, service charges, and assessments imposed by a government.

Non-operating Expenses. Expenses which are not directly related to the provision of services such as debt service.

Non-operating Revenues. Revenues which are generated from other sources (i.e. interest income) and are not directly related to service activities.

Operating. Those costs, other than personnel and capital outlay, which are necessary to support the day-to-day operation of the Town. Includes items such as telephone charges, utilities, office supplies, advertising, travel, and printing.

Personnel. Expenditures for salaries and fringe benefits including merit increases, social security, retirement, health insurance, life insurance, 401 (k), and other employee benefits.

Powell Bill Funds. Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

Privilege License. This tax is imposed on the privilege of carrying on a business or engaging in certain occupations, trades, employment, or activities within the Town limits.

Program Description. Specific statement(s) describing the responsibilities and goals of a particular program within a department (i.e. Public Buildings – Building Maintenance).

Program Objective(s). Steps outlined defining accomplishments to be achieved by a department during the fiscal year.

Public Safety. Category of expenditures which include the departments whose primary purpose is to protect the lives and property of both the Town's citizens and people who visit and work within the Town.

Public Works. A category of expenditures which includes the departments who maintain the Town's buildings, streets, vehicles, water distribution, and provide solid waste collection.

Reserve. An account designated for a portion of the fund balance which is to be used for a specific purpose.

Revenue. Inflows of financial resources that increase the fund balance account. Expenditure refunds, interfund transfers, and debt proceeds are not considered revenues.

Special Assessment. A levy on certain properties to defray part or all of the costs associated with improvements or services which will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of sidewalks along a particular street (i.e., Spring Park Road, Southside Sewer Improvements).

Tax Rate. The amount of tax stated in terms of a unit of the tax base (i.e. \$0.51 per \$100.00 valuation).